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للتربية والعلم والثقافة

联合国教育、
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Conseil exécutif
执行局

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Quels que soient les termes utilisés dans les textes du présent recueil pour désigner les personnes exerçant des charges, mandats ou fonctions, il va de soi que les titulaires de tous les postes ou sièges correspondants peuvent être indifféremment des femmes ou des hommes.

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PREMIERE SÉANCE

Lundi, 15 avril 2013 à 10 h 10

Présidente: Mme Cummins (Barbados)

OPENING OF THE 191st SESSION

1.1 **The Chair** *in extenso*:

Madam President of the General Conference, Madam Director-General, distinguished Members of the Executive Board, Excellencies, ladies and gentlemen, we are convened here today to start the pivotal work of the 191st session of the Executive Board, the penultimate session before the 37th session of the General Conference. It is also our first session of 2013, and I wish you all a warm welcome. I would also like to take this opportunity to extend a special welcome to the new representatives on the Board from Malawi, Mexico, Papua New Guinea, Peru and Thailand; should there be any others excluded from this list, please know that you are included in my thoughts. During these two weeks, the Board will have to examine and decide upon a number of complex items that will guide the life of the Organization for the next eight years, and which will have a direct impact on the relevance of UNESCO on the world stage beyond those eight years. Indeed, this session of the Board has by far the heaviest workload of the biennium. We are called upon to consider the new eight-year Draft Medium-Term Strategy for 2014-2021 (37 C/4) and the new four-year Draft Programme and Budget for 2014-2017 (37 C/5) in order to finalize our recommendations to the General Conference by the end of the 192nd session of the Board in autumn of this year. We will also need to consider various items related to the forthcoming session of the General Conference, in particular the draft plan for the organization of its work and the submission of nominations for the offices of Chairs of the commissions and committees. Furthermore, the Board will have to consider the procedure to be followed for interviewing the candidates for the post of Director-General, as well as the draft contract of the Director-General.

1.2 Dear colleagues, I would like to say at this stage that I am aware that the preparation of this session was not without its difficulties, particularly in terms of the timely delivery of our documentation. Although I am fully aware that there are some good reasons, not to justify the delays but at least to explain them, I believe it is first and foremost my duty as Chair of the Board to register on behalf of the Members a formal protest at the quantity of documents not produced in accordance with the statutory timeframe. Let me underline that the quality of the Board's decisions – something to which I attach great importance – is directly dependent upon the timely submission of documents. Furthermore, following the Board's decision or rather the lack of a decision, on the Middle East-related items at the 190th session, a specific question was raised at the Board's information meeting in January with the Director-General concerning the expected follow-up to those items, and a request was put to me by several Members, in my capacity as Chair of the Board, to help facilitate the work of the Board in this respect leading up to the current session. I would like, therefore, to inform the Board that an intersessional Bureau meeting was held in early March this year to discuss both the status of documentation for this session and the Middle East-related items. The Bureau's concerns and conclusions on both issues were then transmitted to the Director-General for further action.

1.3 Distinguished colleagues, before we proceed with the examination of this session's items, it is important for the Board to be cognizant of the context within which the Organization has arrived at its current juncture. We should recall that it ended the previous biennium in financial deficit, and that that state of affairs has gradually deepened into a financial crisis in the current biennium. As a consequence, the Director-General and her team were requested to manage as well as possible the implementation of document 36 C/5 Approved with significantly reduced budgetary resources. Here, I would like to take note of the Secretariat's efforts to address the situation and to thank Member States for their parallel efforts to try to alleviate the Organization's budgetary pressures through early payment of their annual assessments, as well as through special contributions to the Special Emergency Multi-Donor Fund and other related extrabudgetary modalities. Nevertheless, the financial stress has persisted, and it was inevitable that priorities had to be set and choices made throughout this biennium as to where to focus the limited available resources. A key lesson that Board Members should take from this difficult period is that Member States' expectations of what the Organization could deliver must be realistically aligned with available budgetary resources. Indeed, this is a fundamentally logical outcome of the principle of cause and effect. Furthermore, as I mentioned in my closing remarks at the previous session of the Board, each Member State and each Member of the Board has, at one time or another, pointed to the need for reform. We have repeatedly stated that the status quo is not acceptable. We should remember that this rallying call for reform is high on the agenda of Member States and, as elected representatives to the Board, we have a grave responsibility to reflect this in our collective deliberations on the draft documents 37 C/4 and 37 C/5 proposed by the Director-General. We should reflect on whether the current programmatic logic of the Organization is still relevant in light of the realities, concerns, issues and needs of today and tomorrow, and we must be honest with ourselves about what is currently working and what is not. More importantly, we must also give serious consideration to the financial reality of the Organization for the coming years. It is especially in this context that I would like to acknowledge the work of the Ad Hoc Preparatory Group leading up to this session.

1.4 Ladies and gentlemen, we, the Member States of UNESCO, by becoming part of the Organization, have essentially committed ourselves to advancing its mandate of building the defenses of peace in the minds of human beings. We stand together in solidarity to realize the collective aspirations of our peoples to build an enlightened human civilization through dialogue and knowledge. We stand together to affirm that there are indeed higher ideals in education, in the sciences and in culture which humanity should pursue, which transcend the raw self-interest of economics and politics. This is why UNESCO is the conscience of the United Nations system, and it is this higher calling that should drive our respective motivation to fulfil our financial obligations to the Organization in a timely manner. As such, we continue to expect, encourage and urge our fellow Member States to meet their international responsibility in this regard. However, as Members of the Board, we must also maintain a realistic outlook for the sake of our collective ideals. We must be ready to take the necessary action in case the panacea to our financial woes that many are hoping for should not materialize. This unfavourable scenario weighs heavily on the Board and on all Member

States as a whole. It will have a direct impact on our consideration of the proposed draft documents 37 C/4 and 37 C/5. We must be careful not to stretch our budget beyond reason, which would result in chronic underfunding of our programmes, and effectively paralyse the Organization's capacity to meet its mandate for the coming years. That outcome would be a great disservice to the peoples we represent, and a great tragedy for UNESCO at a time when it needs to reassert its relevance in the international sustainable development discourse. We must therefore be ready to rethink our respective expectations and, if necessary, to renegotiate among ourselves our collective vision for the Organization. This is our responsibility as elected Members of the Executive Board.

1.5 Before closing, I would like to leave you with some food for thought. The composition of the Executive Board of UNESCO provides for an equal or larger share of voices in its decision-making processes for the developing world. This level of representation is designed to ensure that decisions on the Organization's work programme are responsive to the needs of developing countries. It is this feature that gives UNESCO a legitimate claim to universality in its actions, which is critical for ensuring widespread acceptance of the principles and values championed by the Organization. This universality of purpose and outcome can never be truly recreated by individual countries or by private entities. This means that Member States are actually getting a remarkable bargain on the products and services provided by UNESCO for the price we are paying to support the Organization. It is therefore imperative that we take full account of the true value of this august House as we define its trajectory for the years to come, and that we remain vigilant in preserving the universality of its actions. The Board must therefore stay true to its role as steward of the Organization. We must take decisions that are in the best interest of the most needy and most vulnerable populations in the world. We must exercise leadership in shaping UNESCO's mandate within the international community. We must shoulder the responsibility entrusted to us by the General Conference.

1.6 Distinguished representatives, ladies and gentlemen, it is clear that we have a particularly important task ahead of us in the coming two weeks. It must also be clear that we may have to carry on our work and dialogue on the future of the Organization between this and the forthcoming session of the Board. I therefore rely on your close cooperation in completing our shared labour before the 37th session of the General Conference. I wish all of us a constructive and productive session, and am pleased to declare open the 191st session of the Executive Board. Thank you.

ORGANIZATION AND PROCEDURAL MATTERS

Item 1: Agenda and timetable of work, elections of the Chairs of the Committee on Conventions and Recommendations (CR) and the Committee on International Non-Governmental Partners (NGP), and report of the Bureau (191 EX/1 Prov. Rev.; 191 EX/INF.1 Prov. Rev.)

Agenda of the 191st session of the Executive Board (191 EX/1 Prov. Rev.)

2. **The Chair** said that the revised provisional agenda (191 EX/1 Prov. Rev.) had been prepared in accordance with Rule 6 of the Rules of Procedure of the Executive Board. It took into account the request by the

Director-General, with the agreement of the Bureau, that consideration of sub-items **13 II** and **III** be postponed. It also reflected the proposed postponement of sub-items 14 VII, 16 II and 20 IV. In the absence of any objections, she took it that the Executive Board wished to adopt the revised provisional agenda contained in document 191 EX/1 Prov. Rev.

3. *It was so decided.*

Agenda of the Programme and External Relations Commission (PX) (191 EX/PX/1 Prov. Rev.)

4. *The Chair* drew attention to the revised provisional agenda of the Programme and External Relations Commission (PX) contained in document 191 EX/PX/1 Prov. Rev., which included items to be considered at the joint meeting of the PX and Finance and Administrative (FA) Commissions. Seeing no objections, she took it that the Board wished to approve that agenda.

5. *It was so decided.*

Agenda of the Finance and Administrative Commission (FA) (191 EX/FA/1 Prov. Rev.)

6. The Chair drew attention to the revised provisional agenda of the Finance and Administrative Commission (FA) contained in document 191 EX/FA/1 Prov. Rev., which included items to be considered at the joint meeting of the Programme and External Relations and FA Commissions. In the absence of any objections, she took it that the Board wished to approve that agenda.

7. *It was so decided.*

Items on which the UNESCO Staff Union (STU) and International Staff Association (AIPU) have requested to speak in the FA Commission

8. **The Chair** said that the UNESCO Staff Union (STU) and the International Staff Association (AIPU) had requested permission to take the floor during the debates on sub-items **5 IV, V** and **VI**, and on items **16, 22, 24, 26, 28** and **29**. The Bureau recommended that the Board should, as in the past, authorize the representatives of the staff associations to take the floor after Members had spoken on those items and before the decision or recommendation was approved. In cases where decisions were adopted without debate, namely items **5 V** and **VI, 14 II to XI, 16 IV, 25, 30** and **33**, staff representatives might speak only after the approval of their corresponding draft decisions.

Timetable of work (191 EX/INF.1 Prov. Rev.)

9. **The Chair** said that the revised provisional timetable of work, contained in document 191 EX/INF.1 Prov. Rev., took account of the changes made to the provisional agenda and the request by the Director-General, in agreement with the Bureau, that item **26** "Financial situation of the Organization and its implications for the implementation of document 36 C/5" be discussed in a private meeting to be held on the morning of Wednesday 17 April 2013. It also reflected the request by the Chairs of the PX and FA Commissions that their separate and joint meetings be rescheduled in order, among other things, to dovetail with parallel meetings of the C/6 and C/11 Working Group. Seeing no objections, she took it that the Board wished to approve the revised

provisional timetable of work, to be issued as document 191 EX/INF.1.

10. *It was so decided.*

Organization of the plenary debate

11. **The Chair** said that the Director-General would introduce the debate on items 4 "Report by the Director-General on the execution of the programme adopted by the General Conference", 15 "Draft Medium-Term Strategy (37 C/4) and Draft Programme and Budget (37 C/5) and recommendations of the Executive Board", and 26 "Financial situation of the Organization and its implications for the implementation of document 36 C/5". The plenary debate would begin that afternoon and continue on the morning of Tuesday 16 April until mid-afternoon. Each Member would be allowed a maximum speaking time of eight minutes, the end of which would be indicated using the customary musical signal. In the question and answer session following the Director-General's reply, in the afternoon of Tuesday 16 April, Members would be invited to limit their interventions to three minutes and the number of questions to three at a time. The morning of Wednesday 17 April would be devoted to the private meeting on item 26.

Item 2: Approval of the summary records of the 190th session (190 EX/SR.1-8)

12. **The Chair** recalled that the provisional summary records of the public meetings of the Executive Board at its 190th session had been prepared by the Secretariat and submitted to Members. Their corrections had been incorporated into document 190 EX/SR.1-8, the final record, which the Board was invited to approve.

13. *The summary records of the 190th session were approved.*

Point 4 : Rapport de la Directrice générale sur l'exécution du programme adopté par la Conférence générale (191 EX/4 Partie I (A) et Add.Rev. ; 191 EX/4.INF.2 ; 191 EX/4.INF.3 ; 191 EX/AHPG.INF)

Point 15 : Projet de stratégie à moyen terme (37/C/4) et Project de programme et de budget (37 C/5) et recommandations du Conseil exécutif (37 C/4 Projet ; 37 C/5 Projet et Addenda et Corrigenda ; 191 EX/15 ; 191 EX/AHPG.INF ; 191 EX/15.INF)

Point 26 : Situation financière de l'Organisation et incidences sur l'exécution du 36 C/5 (191 EX/26 ; 191 EX/AHPG.INF)

Introduction par la Directrice générale au débat plénier

14.1 **La Directrice générale in extenso :**

Madame la Présidente du Conseil exécutif, Madame la Présidente de la Conférence générale, Mesdames et Messieurs les membres du Conseil exécutif, nous partageons le sentiment de vivre une année décisive pour l'UNESCO, comme vous l'avez souligné Madame la Présidente. Décisive sur le plan stratégique, avec l'élaboration de notre nouvelle Stratégie à moyen terme, notre document C/4. Décisive sur le plan de la réforme. Et sur le plan budgétaire.

14.2 Je voudrais saisir aujourd'hui l'occasion de prendre du recul – de mettre ces questions en perspective, au regard des défis de l'UNESCO dans le monde. Un monde qui change à une vitesse incroyable.

Le dernier *Rapport sur le développement humain*, lancé par le Programme des Nations Unies pour le développement (PNUD) au Mexique en mars dernier le montre dans le détail. L'essor fulgurant des pays du Sud redessine complètement la dynamique du progrès humain dans un monde diversifié. L'interdépendance des États, les sociétés plus connectées mais aussi plus fragmentées, redessinent notre vision de la paix.

14.3 Il y a dans le monde un besoin criant d'éducation, de formation, de partage des savoirs. Un besoin criant de dialogue des cultures, de compréhension mutuelle, de tolérance. Tous les pays sont concernés. Il n'y a pas « le Nord » d'un côté, « le Sud » de l'autre. Les défis des inégalités, de la pauvreté, de l'inclusion, sont des défis communs à toutes les sociétés, riches, pauvres, émergentes. L'UNESCO est au cœur de ces défis, et nous devons y répondre. C'est un travail complexe, un travail exigeant. Nous devons l'aborder avec lucidité, et aussi avec confiance. Avec la claire conscience de nos atouts et de nos faiblesses, de ce que nous avons accompli, au niveau mondial et au niveau des pays.

14.4 L'UNESCO s'est mobilisée ces derniers mois au niveau mondial pour faire avancer ses priorités concernant les politiques publiques en faveur de l'éducation, de la culture, de la protection des journalistes. Le 10 décembre dernier, à l'occasion de la Journée des droits de l'homme, nous avons organisé avec le Pakistan et en présence de son Président l'événement de haut niveau *Soutenons Malala : l'éducation des filles est un droit*, dédié à cette jeune femme courageuse qui a été agressée par les talibans. Cet événement relayé dans plus de 35 pays a permis le lancement d'un Fonds de 10 millions de dollars pour l'éducation des filles, et je remercie le Pakistan pour son engagement et sa généreuse contribution.

14.5 Lors de la deuxième réunion des États parties à la Convention de 1970 contre le trafic illicite des biens culturels, les États ont décidé de se réunir désormais tous les deux ans, et l'UNESCO a permis la création d'un nouvel organe de suivi destiné à améliorer la gouvernance et la mise en œuvre de cette convention. C'est un immense progrès pour cet enjeu culturel majeur. J'ajoute que pour renforcer les capacités dans ce domaine, l'UNESCO a lancé au cours des six derniers mois 11 programmes de formation des professionnels de 70 pays au total, avec l'engagement des Pays-Bas, de la Turquie, du Pérou, du Chili, du Sénégal et de Sainte-Lucie. C'est là aussi un effort important, concernant un enjeu prioritaire, et j'ai puisé dans le Fonds d'urgence pour le soutenir.

14.6 Une étape majeure vient également d'être franchie dans notre travail pour la mise en valeur du rôle de la culture dans le développement durable, avec la mise en place, en novembre 2012, d'une équipe de travail dédiée au sein du Groupe des Nations Unies pour le développement (GNUM). L'UNESCO a créé la toute première base de données en ligne sur la place de la culture dans les plans-cadres des Nations Unies pour l'aide au développement (PNUAD). L'analyse est disponible dans le document que voici, et vous pourrez y lire que la culture est inscrite dans plus de 70 % des plans-cadres, soit le double d'il y a 10 ans. Et nous allons continuer.

14.7 Toujours au niveau mondial, je citerai le Plan d'action commun aux Nations Unies sur la sécurité des journalistes. Lancé sur une idée de l'UNESCO, il a été adopté en 2012 par le Conseil des chefs de secrétariat. La stratégie de mise en œuvre de ce plan pour 2013-2014 a été discutée à la Conférence de Vienne en novembre

dernier et vient d'être publiée au mois de mars – et je voudrais remercier et féliciter l'Autriche pour son engagement à cet égard.

14.8 Les réunions comme celles de la Commission « Le large bande » au Mexique au mois de mars ou la Réunion d'examen du Sommet mondial sur la société de l'information (SMSI) + 10, en février, sont des espaces uniques où forger une vision globale. Ces espaces sont à l'UNESCO.

14.9 Que ce soit par notre rôle de coordonnateur de l'Initiative mondiale du Secrétaire général de l'Organisation des Nations Unies pour *L'éducation avant tout*, qui nous permet d'accélérer les efforts de *L'éducation pour tous*, ou à travers le Pacte des Nations Unies pour les océans, lancé en août dernier sur une idée initiale de l'UNESCO, et que nous mettons en œuvre avec le Programme des Nations Unies pour l'environnement (PNUE), le Programme des Nations Unies pour le développement (PNUD), l'Organisation des Nations Unies pour l'alimentation et l'agriculture (FAO), l'Organisation météorologique mondiale (OMM), c'est toujours l'UNESCO qui est à l'offensive au niveau mondial.

14.10 Je mentionnerai également notre action au niveau des pays, et j'en donnerai seulement quelques exemples. Au Myanmar, l'UNESCO travaille au renforcement du système éducatif – un travail qui n'avait pas été entrepris depuis 20 ans.

14.11 J'étais récemment à Pikine, au Sénégal, dans le centre qui permet à des centaines de jeunes filles d'accéder à l'éducation, grâce au programme mené par l'UNESCO avec Procter & Gamble et le Gouvernement du Sénégal. Voilà un bel exemple de partenariat innovant, qui donne des résultats concrets.

14.12 Sur la base de la Décennie des Nations Unies pour l'alphabétisation (2003-2012), l'UNESCO a renforcé son action dans 43 pays prioritaires, pour améliorer la mise en œuvre des politiques nationales d'apprentissage de la lecture – et je pense à nos efforts accrus dans ce domaine en Égypte, où je me suis rendue au mois de mars.

14.13 Avec le soutien de la Finlande, de la Suède, de la Norvège, du Danemark, de la Belgique et de l'Union européenne, nous intervenons pour soutenir la liberté de la presse dans les pays en transition, dans huit pays arabes, au Soudan du Sud – et j'en profite pour saluer le Costa Rica, qui accueille dans quelques semaines les célébrations de la Journée mondiale de la liberté de la presse. C'est une réponse concrète à des défis urgents.

14.14 Il y a quelques jours, j'étais à Ljubljana (Slovénie), pour le lancement de l'exposition de l'UNESCO sur le thème « *Imagining the Balkans* »/« *L'imaginaire des Balkans* ». Cette exposition a bénéficié de l'appui scientifique de la grande historienne Maria Todorova, spécialiste de cette région turbulente. Une région qui était en guerre il y a moins de 20 ans. Aujourd'hui, elle est un exemple de coopération politique et culturelle, et l'UNESCO partage cette aventure. L'UNESCO se mobilise aux sommets des Ministres de la culture, comme à Sofia (Bulgarie) en octobre et à Ljubljana en avril. Aujourd'hui les 12 musées nationaux de la région partagent leurs collections pour la toute première fois, dans une exposition conjointe, et réfléchissent à leur histoire commune. C'est une révolution des mentalités, et nous allons prolonger cet effort à l'occasion du 10^e anniversaire du Sommet des chefs d'État de l'Europe du Sud-Est, au mois de juin à Ohrid (ex-République yougoslave de

Macédoine). C'est un exemple très fort du pouvoir de la culture de faciliter la compréhension et la réconciliation. Et c'est grâce à l'UNESCO.

14.15 Voilà un exemple de culture de la paix, tout comme à Luanda (Angola), où 3 000 étudiants ont récemment lancé une campagne nationale de communication pour la paix, en marge du Forum pour une culture de la paix organisé avec l'UNESCO. Cette campagne se déroule en ce moment. Elle diffuse des messages de paix dans tout le pays, dans le cadre de manifestations culturelles, au cinéma, au théâtre, à la télévision, sur les téléphones portables. C'est un effort gigantesque, réalisé avec la Commission nationale angolaise pour l'UNESCO, et je félicite l'Angola de cette belle initiative, qui montre une nouvelle fois, qu'il y a un immense besoin d'UNESCO. Tous ces jeunes attendent l'UNESCO, et nous soutiennent. Et je suis très honorée d'être invitée au Sommet du 50^e anniversaire de l'Union africaine au mois de mai, sur le thème de la Renaissance africaine. J'y vois une marque de confiance envers l'UNESCO, et un appel à accomplir notre mandat humaniste dans ce monde en mutation.

14.16 Nous devons répondre à cet appel, comme nous l'avons fait au Mali, pour protéger les sites culturels et les manuscrits. C'est notre responsabilité suprême. Au Mali se rejoignent les routes qui sillonnent l'Afrique et le monde arabo-musulman. Les manuscrits de Tombouctou, ce trésor toujours inexploré de la culture universelle, nous transmettent la sagesse d'une civilisation islamique millénaire, comme symbole du dialogue des cultures. Quiconque s'efforce d'imaginer les savoirs qu'ils contiennent, en astronomie, en droit, en littérature, se prend à rêver d'une nouvelle renaissance, d'un nouvel humanisme venu du désert.

14.17 C'est pourquoi l'UNESCO s'est mobilisée avec tant de force auprès du Conseil de sécurité, pour souligner l'importance du patrimoine dans le conflit. Deux nouvelles résolutions ont été adoptées ces derniers mois, en octobre et en décembre. Je me suis rendue sur place, aux côtés du Président français, M. François Hollande. Au centre Ahmed Baba, j'ai vu les manuscrits à moitié calcinés. J'ai parlé avec l'imam de la mosquée Djingareyber, Ben Essayouti, avec le maire Hallé Ousmane. Ils remercient l'UNESCO et ils comptent sur nous. Nous avons un plan d'action en commun avec tous nos partenaires, et nous sommes prêts à intervenir.

14.18 Oui, Mesdames et Messieurs, nous devons être conscients du travail accompli, au niveau mondial et au niveau des pays. Ce travail nous pousse à poursuivre la réforme de l'UNESCO pour l'adapter aux mutations contemporaines. Je voudrais insister sur le cadre général de notre réforme, que j'estime vitale pour l'UNESCO. Notre réforme est guidée par une vision stratégique globale, claire et cohérente.

14.19 Et depuis le premier jour, mon discours est resté le même. Un discours simple. Un discours en deux points. Le premier point, essentiel, est que « *la forme doit suivre la fonction* ». Le plus important, c'est le choix de nos priorités stratégiques. C'est à la structure de s'adapter à la stratégie, et non l'inverse. Le choix des priorités, c'est l'objectif du C/4, c'est notre responsabilité partagée.

14.20 En parallèle – c'est mon deuxième point – nous accélérons la mise en œuvre des recommandations issues de l'Évaluation externe indépendante de l'UNESCO, approuvées par la Conférence générale. La première recommandation était de recentrer l'action de

l'UNESCO sur ses domaines phares. Vous avez lu le document 190 EX/26 sur la mise en œuvre de la feuille de route : l'UNESCO a considérablement réduit la fragmentation de ses activités. L'UNESCO se concentre sur ce que nous faisons de mieux : le conseil aux politiques, le renforcement des capacités. La nouvelle stratégie opérationnelle pour le Département Afrique a identifié un nombre limité de six programmes phares, pour une action plus concentrée, plus efficace. L'accord que nous finalisons avec l'Organisation islamique pour l'éducation, les sciences et la culture (ISESCO) est un autre exemple : suppression des microprojets, regroupement des programmes phares, pour plus d'impact.

14.21 La deuxième recommandation de l'Évaluation externe indépendante de l'UNESCO était de rapprocher l'UNESCO des réalités du terrain. Nous allons finaliser la réforme de notre dispositif hors Siège en Afrique d'ici la fin de 2013. Nous sommes aux côtés de la Malaisie, qui vient de lancer une nouvelle stratégie de l'éducation sur 10 ans, après l'évaluation de sa politique éducative par l'UNESCO. Nous sommes aux côtés du Mexique, qui a lancé l'une des plus grandes réformes de l'éducation de son histoire, une réforme courageuse, pour répondre aux besoins de l'éducation de qualité. Au Soudan du Sud, nous jetons les bases du futur système éducatif du pays.

14.22 La réalité du terrain, c'est aussi l'essor des nouvelles technologies, qui changent la vie de millions d'individus. Pour la première fois dans l'histoire, il y a dans le monde aujourd'hui plus de téléphones portables et de tablettes numériques que d'êtres humains. Cette réalité, l'UNESCO y répond, en publiant par exemple les tous premiers principes directeurs pour l'apprentissage mobile, un outil concret réalisé avec le soutien de Nokia. C'est un petit livre très utile (*la Directrice générale montre le cahier*) et très innovant, pour adapter l'éducation aux outils modernes, et qui est fortement apprécié sur le terrain et parmi nos partenaires.

14.23 Sur le terrain, au Tchad, l'UNESCO vient, pour la toute première fois là aussi, d'être désignée « agent de gestion » par le Partenariat mondial pour l'éducation (GPE). Elle se verra confier 7 millions de dollars, sur 47 millions au total, pour la formation des enseignants et l'alphabetisation. Je pense également à notre centre de l'UNESCO – l'Institut Mahatma Gandhi, le tout premier centre de catégorie 1 dans la région Asie – que j'ai inauguré lors de ma visite en Inde au mois de novembre. J'en profite pour saluer l'Inde pour son engagement dans ce projet. Nous attendons beaucoup de ce centre dédié à l'éducation à la paix et au développement durable, pour la culture de la tolérance et de la citoyenneté, dans la plus grande démocratie du monde.

14.24 L'UNESCO s'est aussi considérablement rapprochée des Nations Unies, et c'était la troisième recommandation des évaluateurs. Et je crois que sur ce plan nous avons fait des efforts considérables. L'UNESCO est en première ligne des initiatives du Secrétaire général de l'Organisation des Nations Unies (*L'éducation avant tout, le Pacte pour les océans, le Conseil consultatif scientifique...*), et je viens de présenter le rapport sur la réforme du Conseil des chefs de secrétariat des organismes des Nations Unies pour la coordination (CCS) avec mon collègue, M. Babatunde Osotimehin, du Fonds des Nations Unies pour la population. L'UNESCO s'investit dans la mise en œuvre des recommandations de l'examen quadriennal complet des activités opérationnelles des Nations Unies (en anglais QCPR), dont les enjeux sont importants pour nous.

14.25 Nous avons lancé, le 11 février avec Michel Jarraud, Président d'ONU-Eau et Secrétaire général de l'Organisation météorologique mondiale, l'Année internationale de la coopération dans le domaine de l'eau. Notre position de coordonnateur nous aide à mettre en œuvre les recommandations du *Rapport mondial des Nations Unies sur la mise en valeur des ressources en eau*. Et nous allons porter ce message à l'occasion des événements organisés avec le soutien de l'UNESCO au mois d'août au Tadjikistan, en septembre à Stockholm, en octobre, lors du Sommet de Budapest, en Hongrie.

14.26 Je pense aussi à notre engagement auprès d'ONU-Femmes – aux deux événements organisés par l'UNESCO sur l'éducation et la protection des femmes journalistes, dans le cadre de la Commission de la condition de la femme, à New York, consacrée à l'élimination des violences envers les femmes.

14.27 Et je terminerai par ce que je considère être un modèle de coopération avec le système des Nations Unies. L'UNESCO assume en effet cette année la présidence du Comité des organismes coparrainants d'ONUSIDA, sur l'agenda post-2015. Nous avons pris la tête d'un effort mené avec 11 autres agences de l'ONU, pour lutter contre la pandémie, chacun dans notre domaine, en partageant nos ressources. C'est un moyen concret de nous concentrer sur notre valeur ajoutée – pour la prévention de la maladie, notamment par l'éducation sexuelle. C'est aussi le moyen de gagner en impact. C'est enfin le moyen d'attirer des fonds supplémentaires – outre les 12 millions de dollars reçus d'ONUSIDA pour le biennium, la Suède nous a confié plus de 7 millions de dollars pour l'éducation sexuelle dans 20 pays d'Afrique d'ici 2015, et je lui en suis très reconnaissant.

14.28 Cet exemple témoigne aussi d'une nouvelle façon de travailler en partenariat, dans l'esprit, là encore, des recommandations issues de l'Évaluation externe indépendante. L'UNESCO s'est dotée d'une stratégie pour les partenariats, qui intègre désormais les centres de catégorie 2, les ambassadeurs de bonne volonté, le réseau UNEVOC.

14.29 Aux côtés du Programme alimentaire mondial et de l'UNICEF nous avons lancé à Davos l'initiative « *Nourrir les corps, nourrir les esprits* » – afin d'optimiser nos synergies dans les écoles, contre la malnutrition et pour l'éducation des jeunes. L'UNESCO et le Centre international de recherche et de documentation sur les traditions et les langues africaines (CERDOTOLA) vont renforcer leur coopération pour la promotion des langues africaines et du patrimoine en Afrique. J'ai signé un accord – le premier avec un partenaire privé russe – avec PhosAgro, l'une des plus grandes sociétés mondiales de chimie, en vue de promouvoir la « chimie verte » et de soutenir les jeunes scientifiques dans les pays en développement. Je remercie la Fédération de Russie de cette belle initiative.

14.30 Notre coopération avec l'Union européenne a pris une nouvelle dimension : 32 millions d'euros de financements prévus au total pour 2012-2013, dont un projet pour l'éducation des réfugiés syriens en Jordanie avec l'Académie de la reine Rania de Jordanie. Ce mouvement s'inscrit d'ailleurs dans le prolongement direct de l'accord que nous avons signé avec l'Union européenne en octobre dernier. Nous finalisons un accord avec l'ASEAN, pour la toute première fois. Nous allons renouveler celui qui nous lie à la CARICOM – pour la

première fois depuis les années 1980. Le changement est en marche, et l'UNESCO se réforme.

14.31 Concrètement, dans de très nombreux domaines, nous travaillons différemment, de façon plus innovante. Nous avons repensé nos relations avec les ONG et la manière de travailler avec les commissions nationales, et vous êtes les premiers à le dire : nous sommes à un tournant. Presque toutes les régions sont désormais représentées au sein du Comité de liaison ONG-UNESCO. C'est un changement considérable. Le forum des ONG va être délocalisé, en Asie, en Europe du Sud-Est, en Afrique, et ce mouvement crée une émulation parmi les ONG locales, qui veulent s'associer avec l'UNESCO.

14.32 Dans les circonstances actuelles, qui sont difficiles, j'ai tenu à protéger le Programme de participation, afin qu'il serve ceux qui en ont le plus besoin, l'Afrique, les petits États insulaires en développement, les pays les moins avancés.

14.33 Notre réforme s'appuie, pour chaque point précis, sur une logique d'évaluation rigoureuse. Et à ce niveau également, nous avons montré que nous savons être sévères avec nous-mêmes. Sur la priorité Afrique. Sur la priorité Égalité des genres. Sur nos instituts pour l'éducation. Nous tirons les leçons de ces évaluations, en toute transparence. Vous avez accès à toutes ces informations sur le site unesco.int – un outil unique au sein des Nations Unies. Cette transparence est d'ailleurs reconnue comme un de nos points forts, dans plusieurs évaluations des États membres. Il reste encore beaucoup à faire, mais le chemin tracé est le bon. J'en veux pour preuve notre évaluation par le Gouvernement de la Suède : l'UNESCO est reconnue comme une agence « pertinente » et notre efficacité est jugée « bonne ». C'est encourageant et nous allons continuer à travailler dans cette direction.

14.34 Mesdames et Messieurs, je tenais à partager ces informations sur l'exécution des programmes et l'avancement de notre réforme, car nos atouts sont nombreux, malgré les difficultés qui sont réelles. Oui, je le répète, nos difficultés sont réelles. La Conférence générale a voté un budget de 653 millions de dollars. J'ai fixé le plafond à 465 millions de dollars étant donné la suspension de la contribution des États-Unis qui nous affecte pour la troisième année consécutive. Cela représente un effort considérable. Pour y faire face, nous avons pris des mesures radicales. De réduction de nos dépenses, d'abord. Nous mettons en œuvre un plan de gestion drastique, sous la forme d'une feuille de route, que j'ai proposée et que vous avez adoptée.

14.35 Notre première priorité est de réduire les coûts administratifs. Nous avons fixé un objectif de réduction de 15 %. Nous en sommes déjà à 14 % de réduction, et nous allons dépasser notre objectif, avec 18 % de réduction sur l'ensemble du biennium. Nous avons revu l'ensemble des contrats passés avec nos fournisseurs – de même que les coûts des réunions statutaires. Les coûts de personnel, les coûts d'assistance temporaire, les coûts de mission ont été réduits de 55 millions de dollars. 213 postes ont été gelés.

14.36 En parallèle, nous avons réalisé de nouvelles recettes. Et je veux remercier tous ceux qui se sont mobilisés, en payant leurs contributions à temps, et parfois en avance, en donnant des fonds ou des contributions en nature, ou en faisant des offres de service. 75 millions de dollars ont été réunis dans le Fonds

d'urgence. 24 millions de dollars ont été alloués pour soutenir l'exécution des programmes, dont près de la moitié (47 %) au bénéfice de l'Afrique. Avec toutes ces mesures combinées, nous sommes en mesure de couvrir notre déficit. Nous finirons l'année 2013 à l'équilibre.

14.37 C'est un résultat extraordinaire dans des circonstances exceptionnelles, d'avoir pu absorber le choc tout en maintenant le leadership de l'UNESCO dans les aspects essentiels du programme. Nous l'avons fait au prix de beaucoup d'efforts et de sacrifices, que nous avons consentis, avec le soutien des États membres, parce que c'était le seul choix responsable. Mais je dois être franche, nous ne pourrions pas le faire deux fois. Ces efforts ont des conséquences sur la charge de travail, sur l'exécution des programmes, et parfois sur sa qualité, sur notre influence dans les équipes de pays. La situation n'est pas tenable à long terme.

14.38 Je présenterai en séance privée les différentes options que je propose pour l'avenir, sur la base du plan d'exécution que j'ai présenté dans l'Addendum 2 au 37 C/5, et des priorités qui y sont définies. Nous entrons en effet dans une nouvelle phase. L'UNESCO a passé avec succès le test de l'urgence, elle doit maintenant passer le *test du long terme*. Et ce test, nous allons le réussir comme le premier, en menant une réflexion stratégique sur le programme. Seul un choix clair de nos priorités peut nous permettre de prolonger la réforme et de renouveler l'UNESCO. Tel est précisément l'objectif du C/4, et c'est à nous de décider. C'est clair, c'est vital, et c'est maintenant.

(La Directrice générale poursuit en anglais)

14.39 Ladies and gentlemen, we are focusing our action, streamlining processes, sharpening delivery, moving closer to the field and raising our profile. We must now go further -- through the Draft Medium Term Strategy for 2014-2021 (37 C/4) and the Draft Programme and Budget for 2014-2017 (37 C/5). This is the moment to sharpen UNESCO's role. This is the opportunity to shape a new UNESCO, and there is no time to lose. As the Chair of the Executive Board said in closing the 190th session: "*The opportunity for reform is now before us [...] to put forth new, bold and innovative ideas to help transform the Organization.*" I thank you for this vision, which I fully share.

14.40 We must set this course together, and this is why consultation and dialogue with Member States have been our guiding principles. Let me take this opportunity to thank Ms Vera Lacœuilhe for leading the constructive discussions in the Board's Ad Hoc Preparatory Group, allowing for open exchanges among representatives and members of the Secretariat and flagging important questions. As requested by the Executive Board, I engaged in extensive consultations before this session. These followed two tracks. They focused, first, on UNESCO's role in key areas – "empowering youth for peace and sustainable development," "social inclusion, social transformations and social innovation", "science and technologies for knowledge societies" and "water". I also met with all regional groups and political groupings. There have been more consultations than at any time previously. This says something about the depth of our engagement with change. Change is not an exact science. It requires bold ideas and open exchange. It is important to put everything on the table, to leave no stone unturned, and I think we have done so. It is essential now that we take strong decisions to accelerate momentum.

14.41 These are the stakes of the draft C/4 and C/5 documents. The Executive Board, at its 190th session, reaffirmed UNESCO's mission statement: "*As a specialized agency of the United Nations, UNESCO – pursuant to its Constitution – contributes to the building of peace, the eradication of poverty, and sustainable development and intercultural dialogue through education, the sciences, culture, communication and information.*" Member States agreed on five core functions, and on two overarching objectives (reduced from five) -- to contribute to lasting peace and to sustainable development and the eradication of poverty. These will guide our global priorities Africa and gender equality, as well as our activities for youth, least developed countries (LDCs), small island developing States (SIDS), and countries in transition.

14.42 As requested by Member States, the draft documents 37 C/4 and 37 C/5 are complemented by an Operational Strategy on Priority Africa and an Operational Strategy on Youth. *The Economist* wrote recently of "*Africa Rising*". I believe in Africa rising, because I have seen it across the continent – in economic growth, in vibrant societies, in growing youth engagement. The landscape is changing, and African countries know what they need better than anyone – to balance social and economic development, to address enduring inequalities, the need for greater knowledge sharing, capacity-building, the aspiration for lasting peace. UNESCO is adapting, to help African governments and societies meet their goals. In March, I signed a four-year framework agreement with Angola, for which I am deeply thankful to the Government of Angola. This agreement has a regional dimension and embodies a new way of working, an innovative financing mechanism for projects put forward by national authorities – I hope this example will be followed by others. This is the spirit of the proposed Operational Strategy on Africa, drafted after consultations with all Member States, the African Union (AU), and the African regional economic communities. The Strategy will strengthen our ability to meet the needs of Member States through six flagship activities, to build peace and capacity for sustainable development and poverty eradication. UNESCO must do everything to underpin Africa's renaissance, and we will.

14.43 The Operational Strategy on Youth draws on our consultation on "Empowering Youth for Peace and Sustainable Development." Reflecting strong networks and giving priority to Africa, the Strategy will sharpen UNESCO's engagement with policies *for* and *with* youth engagement. Let me note in this respect the importance of the forthcoming Fifth International Conference of Ministers and Senior Officials Responsible for Physical Education and Sport (MINEPS V) in Berlin for harnessing the power of sport to engage young people, for which I wish to express my thanks the German Government for their support and leadership.

14.44 We are also preparing the second Priority Gender Equality Action Plan for 2014-2021, that will be fully aligned with the draft C/4 document and presented to the Executive Board at its forthcoming session. In 190 EX/Decision 19, Member States affirmed "*the relevance of UNESCO's five major programmes or fields of competence.*" I have followed these directions with care. At this time, there can be no reduction of UNESCO's ambitions. There can be no dilution of our mandate. But there must be sharper focus, stronger relevance, and greater innovation. This commitment guides the changes I am proposing. My aim is to stay true to the goals of UNESCO, while shaping an architecture that is more

resilient, flexible and fit for purpose – to bolster innovation and ingenuity, to protect biodiversity, to build inclusive knowledge societies, and to promote lasting peace, poverty eradication and sustainable development.

14.45 I propose to focus on nine strategic objectives – down from 14, from the previous Medium-Term Strategy. These are not necessarily linked exclusively to any particular major programme, and each requires an interdisciplinary approach. With these, I hope to have replied fully to the strong demand of Member States to have interdisciplinarity as the guiding principle for all our work. We must seek to develop education systems that foster quality lifelong learning opportunities for all. We must work also to empower learners to be creative and responsible global citizens – to foster new skills and behaviours, to tackle challenges on the basis of solidarity and human rights. We must seek to shape the future education agenda by bringing our comprehensive vision to the post-2015 agenda.

14.46 We must promote the interface between science, policy and society and ethical and inclusive policies for sustainable development – by assisting Member States in developing capacities, by supporting STI policies, and by taking into account ethical considerations. Building on our leading intergovernmental programmes, we must strengthen international science cooperation for peace, sustainability and social inclusion, to reinforce the sustainability of terrestrial, freshwater and ocean resources and to reduce disaster risks. We also must deepen our work to protect, promote and transmit heritage drawing on UNESCO's normative framework, to safeguard, protect and preserve cultural heritage in all forms, tangible, intangible and documentary. At the same time, UNESCO must continue to foster creativity and the diversity of cultural expressions, which are essential for inclusive knowledge societies, for poverty eradication and sustainable development.

14.47 UNESCO must also promote freedom of expression, media development and universal access to information and knowledge. Across all media, we will build capacities and an enabling environment for press freedom and freedom of information, and promote the safety of journalists. I am convinced UNESCO must strengthen its support to inclusive social development, to intercultural dialogue and the rapprochement of cultures – this is the thrust of my proposal for a centre for social transformations and intercultural dialogue, about which a concept paper has been circulated (document 191 EX/15.INF).

14.48 Let me turn specifically to this idea which I believe is essential today. This has been intensely discussed, and it has been important to have all of these contributions in order to finalise the concept, including during the 11th session of the Intergovernmental Council of the Management of Social Transformations (MOST) Programme, chaired by its President, Minister Alicia Kirchner. All societies – rich and poor, developed and developing – face today questions about deepening inequalities, about rising diversity, about the role of young people, about new forms of communication. Amplified by new technologies, globalization is opening space for exchange – it is also reviving misunderstanding and the retrenchment of identities. The call for intercultural dialogue has never been so urgent in societies under pressure. In all societies, dialogue is vital for inclusion, for positive social transformation, and in some, it is the key factor – it is essential to reach out to all citizens, especially the most marginalized, to make a strength of rising

diversity. There are powerful examples of this work across the world, and I wish to commend the commitment of His Serene Highness Prince Albert II of Monaco and the Principality of Monaco, for their leadership – embodied, most recently, in the Seventh International Monaco and the Mediterranean Symposium, which I attended.

14.49 We need stronger public policies that cut across traditional boundaries, that map trends, that link research, policy and action – to promote social transformation in the direction of sustainable development and lasting peace. The social dimension of sustainable development is essential today. This was a conclusion of Rio+20, which reaffirmed the three pillars of sustainable development – environmental, economic and social. Never has so much emphasis been given to the social dimension. It was a message from the 2013 Davos Economic Forum, where social inequalities were highlighted as a great risk to all societies today. On 27 March, 2013, the High-Level Panel of Eminent Persons on the Post-2015 Development Agenda, co-chaired by President Susilo Bambang Yudhoyono of Indonesia, President Ellen Johnson Sirleaf of Liberia, and Prime Minister David Cameron of the United Kingdom, met in Indonesia and reaffirmed the importance of social inclusion. I believe UNESCO is uniquely positioned to respond to these calls.

14.50 In 190 EX/Decision 19, you called for “*clear proposals for innovative, holistic and effective structures and programme delivery as well as enhanced interdisciplinarity.*” The proposed centre for social transformations and intercultural dialogue is one of my answers. In the United Nations system, no other agency has UNESCO’s mandate or experience – this is why we have been requested to take the leadership of the International Decade for the Rapprochement of Cultures (2013-2022), which Kazakhstan helped sponsor, and for which I am very grateful, building on the experience of the 2011 Year of the Rapprochement of Cultures. This Decade is a vital opportunity to move forward with promoting intercultural dialogue on the basis of respect and mutual understanding, across the United Nations system and across the world, and UNESCO is leading here. I am convinced the proposed centre will play a key role in taking this Decade forward. The centre will support States in developing innovative policies and new forms of dialogue to accompany and anticipate social transformations. Three objectives will guide its action.

14.51 First, it will strengthen the links between research, policy and society. This will build on the MOST Programme, for which the centre will provide the Secretariat -- the priorities of MOST will help guide the work of the centre.

14.52 Second, the centre will build capacities at the national level through innovative projects at the intersection of different programmes. The centre will make the most of existing networks and launch new initiatives. It will compare the impact of policies for social inclusion and share best practices.

14.53 Third, the centre will act as a global laboratory of ideas and a forum for foresight – to map current and future needs and to design innovative proposals for public policies.

14.54 With no additional costs, I propose that the centre be based within the Social and Human Sciences – while working at the intersection of other UNESCO’s activities. I am not proposing a new legal structure, but a new division, a new way to focus, by pooling resources. We need the

centre to create new synergies from our work for social inclusion, intercultural dialogue and foresight. To lead innovative, cross-cutting projects in support of States. To position UNESCO strategically in the United Nations system – especially with regard to the new International Decade for the Rapprochement of Cultures. Accompanying social transformations and promoting intercultural dialogue are written in UNESCO’s DNA. This is our humanist mandate. We need today a single, strategic mechanism to take it forward. This is why I propose the centre for social transformations and intercultural dialogue. As Minister Kirchner, President of the MOST Intergovernmental Council, said two weeks ago, “*inclusiveness is about citizenship,*” and I fully share this view. In societies undergoing transformation, in economies in crisis and those developing quickly – inclusion, access and dialogue have never been so important. Equity and equality. Inclusion and dialogue. Human rights and dignity. These are, I believe, the humanist spirit of the Medium-Term Strategy. Focus, synergy and innovation are the tools to take it forward. The centre embodies all of this ambition, and I am deeply convinced it will raise UNESCO’s flag higher.

14.55 Ladies and gentlemen, We must decide on a new course for UNESCO in a context of change – at a time when the landscape of development is evolving, when governments are tightening belts, when development aid is decreasing at an *alarming* rate; at a time also when economic power is shifting, with the rise of the South and South-South cooperation. We must position UNESCO to tackle challenges and accompany positive trends. We must decide now on accelerating the change we have started, to build a stronger Organization. This is decision time. Document 37 C/4 is our strategic vision. The Programme and Budget document (37 C/5) flows seamlessly from this -- ensuring focus and concentration, defining core priorities and proposing the necessary structures to pursue strategic objectives. As requested by the General Conference, the programmes are defined for the *quadrennial* period 2014-2017, while the budget allocation is for the *biennial* period 2014-2015 based on the budget ceiling of \$653 million, decided by the Executive Board at its 190th session. I am determined that all efforts made in cost savings in the current biennium be continued into the next biennium. This means the Organization must absorb some \$57 million for inflation and other statutory increases normally covered by zero-real growth approaches.

14.56 At this critical juncture, let me reiterate the vital need for support by all Member States. UNESCO needs this to retain its leadership. We need it to continue moving forward, to build a sharper Organization. For this, we need predictable, adequate and sufficient funding. The challenge is serious – in our private session, I will share my assessment of the current situation. Member States have asked for interdisciplinarity and intersectoriality to guide all our action. The draft 37 C/4 and draft 37 C/5 documents embody this commitment. Document 37 C/5 Draft preserves the five major programmes as you requested, it contains fewer and more concentrated results, it increases the budgets for all major programmes over and above their levels in document 36 C/5 Approved, it decreases the share of administration from 18 % to 16 % of the budget, and it maintains our commitment to our field presence and to our statutory activities. Each of the proposed strategic objectives is accompanied by expected outcomes, and translated into main lines of action.

14.57 Document 37 C/5 Draft is moving to apply for the first time the principles of results-based budgeting, and this process will be further refined. Following the General Conference decision, I propose to begin the four-year cycle of sunset clauses with document 37 C/5. I am determined to sharpen programmatic focus. This is why I am convinced we must integrate activities linked to information and communication technologies in education and open educational resources with our work for education for peace and sustainable development, and activities linked to new technologies in science and access to scientific information with our action in science. In the digital era, it makes no sense, in my view, to delink education from ICTs, to separate science from new technologies. These changes are long overdue. The same goes for bringing together all pillars of UNESCO's work to safeguard heritage – tangible, intangible and documentary. In Mali, UNESCO is working to protect both tangible and documentary heritage – we cannot delink actions to safeguard Timbuktu's mausoleums and manuscripts... We must end fragmentation and concentrate, to work holistically.

14.58 I am determined to reduce further the weight of administration compared to programmes – to enhance efficiency, effectiveness and value for money. This is why I propose to restructure the Sector for External Relations and Public Information (ERI) and the Sector for Management Support and Services (MSS), and we will discuss these further under Rule 59. These are steps towards a UNESCO that is leaner in administrative terms and stronger in programmatic terms.

14.59 Ladies and gentlemen, we stand less than 1000 days from the 2015 deadline of the Millennium Development Goals (MDGs) and the education for all (EFA) goals. There has been great progress, but advances are uneven. We need a big push, and UNESCO is deepening its support to countries to meet the EFA goals. We launched the EFA acceleration initiative for African countries and helped design EFA acceleration frameworks for Angola, Chad, Côte d'Ivoire, Lesotho, Kenya, Niger, Senegal, Swaziland and Zambia. Following the Global EFA Meeting last November, UNESCO will help countries review EFA achievements, through national and regional reviews, culminating in the Global Conference on Education to be hosted by Republic of Korea in 2015 – once again, let me take this opportunity to thank the Republic of Korea for its invaluable support. At the same time, we must shape a bold agenda to follow 2015. The ambition is for the new agenda to be universal and to focus on eradicating extreme poverty, reducing inequalities, and promoting sustainability. This agenda must tackle business that is unfinished and maximize new enablers to reach our goals. It must be driven by values, by human rights and fundamental freedoms. UNESCO is contributing full steam.

14.60 We are leading the Secretary-General's initiatives – the Global Education First Initiative and the Scientific Advisory Board. Preparations for the Scientific Advisory Board have been finalized, and the Secretary-General will soon announce its working methods. The Global Education First Initiative secretariat is up and running, and has developed a draft action framework for 2013 – to be reviewed at the High-Level Steering Committee on 18 April, in Washington DC, chaired by the Secretary-General, for which I act as Executive Secretary. I will also attend the Learning for All ministerial meeting in Washington, hosted by the Secretary-General and the President of the World Bank, with ministers of education

and finance. Later this month, UNESCO will support a summit organized by Her Highness Sheikha Moza of Qatar, UNESCO Special Envoy for Basic and Higher Education, to accelerate action to reach out-of-school children in countries lagging behind and to support the EFA acceleration framework. UNESCO and UNICEF are jointly leading the consultation on education in the post-2015 agenda. Building on consultations in all regions, the global consultation was held in Dakar, on 18-19 March, hosted by Senegal, with the support of Canada, Germany and the Hewlett Foundation. Dakar reaffirmed education as a basic human right that is central for sustainability. It also highlighted EFA as unfinished business. Drawing on UNESCO's comprehensive vision, there is agreement that "equitable quality lifelong education and learning for all" must be the single education goal to follow 2015. I see this as a success, reflecting UNESCO's and UNICEF's leadership, and I hope this will be taken up by the Open Working Group on Sustainable Development Goals set up by Member States in New York.

14.61 In this vital year, we are working on all fronts – including through our leadership of the *International Year of Water Cooperation*. On 6 March, I participated in the Special Thematic Session on Water and Disasters at the United Nations, an initiative of the Secretary-General, with his Advisory Board on Water and Sanitation and the High Level Expert Panel on Water and Disasters as well as the indefatigable leaders, HIH Crown Prince of Japan and the Prince of Orange of the Netherlands.

14.62 Culture for development is another UNESCO flagship. We have just published *Culture and Development: Knowledge Management*, capturing the results of the 18 programmes financed by Spain through the MDG Achievement Fund (MDG-F) – this shows the power of culture for development and the impact of conventions for local communities. I saw similar power at work in Burkina Faso, when I attended the 23rd edition of the Panafrican Film and Television Festival of Ouagadougou (FESPACO) – one of Africa's largest film festivals, which UNESCO has always supported. This is a vital year. In May, the Hangzhou International Congress "Culture: Key to Sustainable Development", hosted by China, will be the first international meeting on culture and development organized by UNESCO since the 1998 Stockholm Conference, and it is moving forward thanks to the deep engagement of the Chinese Government and local authorities, the support of all partners, including from the private sector and NGOs.

14.63 On 12 June, a Thematic Debate of the United Nations General Assembly on Culture for Sustainable Development is being organized by the President of the General Assembly, in partnership with UNESCO. The 2013 ECOSOC Annual Ministerial Review – under the title "Science, technology and innovation, and the potential of culture, for promoting sustainable development and achieving the Millennium Development Goals" – will be another key moment. In September, UNESCO and the United Nations Development Programme (UNDP) will publish the third edition of the *Creative Economy Report*. The United Nations Secretary-General will submit a report, led by UNESCO, to the General Assembly, discussing a third resolution on culture and development – I wish to commend and encourage all Member States moving this forward in the General Assembly, the Group of 77 and China, especially Cuba and Peru. I am deeply grateful for their leadership. Recognition is growing of education, the sciences, culture, communication and information as essential goals and enablers for lasting peace, poverty

eradication and sustainable development. Our case is being heard – we will take it forward.

14.64 Ladies and gentlemen, This Executive Board must decide on a new course for UNESCO in new times. The humanist message of our Constitution, the ideals we have carried forward since 1945, have never been so salient. We must renew this message and our ability to take it forward, in a world that is changing and sometimes uncertain. This requires vision and decision. We must rise to the ambitions of our mandate. We must be realistic but also bold. Our eyes must remain on the prize, on the objectives that bring us together, on the values we share, because we must move forward. UNESCO has never been more in demand. We must meet this in every way, to craft a better future for all. These are difficult, challenging times for people everywhere, for many societies. But there are strong grounds for hope. There exist vast opportunities to which all must contribute, all must have access. There are powerful signs to believe in this better future. Allow me to finish with inspiring words on this point. In his poem, *Resurrection*, the Indian poet and statesman, Karan Singh, wrote about this, when, in the confusion of the “*nerveless night*” / *There comes a sudden whisper / in the breeze, / a silver ripple in the lake of thought.*” I can hear this “*sudden whisper*” of hope, of renewal, across the world, and it is growing louder and louder. We must listen to this and move with it, together. Thank you.

Oral report by the Chair of the Ad Hoc Preparatory Committee of the Executive Board

15. **The Chair** said that the report of the Ad Hoc Preparatory Group of the Executive Board remained a useful mechanism for facilitating rich and informative dialogue on a number of agenda items. She strongly encouraged Members of the Board to review the Group’s recommendations thoroughly, and urged them to take note of the answers provided to questions raised during its meetings as captured in the report so as to avoid any unnecessary repetition.

16.1 **Ms Lacœilhe** (Saint Lucia) (Chair of the Ad Hoc Preparatory Group of the Executive Board – AHPG) *in extenso*:

Madam President of the General Conference, Madam Chair of the Executive Board, Madam Director-General, Excellencies, dear colleagues, let me say at the outset that if I am able to present this report today, and if we have been able to have a meeting of the Ad Hoc Preparatory Group at all this time, it is thanks to the good will and support of all those who actively participated, Member States and members of the Secretariat. They helped me immensely in the conduct of this meeting in spite of the fact that the documents were late and that some were not available at all, which prevented the Group from dealing with all the items originally on its agenda. The Group examined five items attributed to it following consultations between its Chair and the Chairs of the Executive Board and the Programme and External Relations (PX) and Finance and Administrative (FA) Commissions. The meetings were attended by the 18 core members and some 60 observer States with enhanced participation. In addition to the usual recommendations on the subjects that necessitate an in-depth debate, the Group decided to flag important and strategic issues that deserved the attention of the Executive Board. These are reflected in document 191 EX/AHPG/Recommendations. Let me now provide you with the highlights of our deliberations.

16.2 Regarding item 4 “Report by the Director-General on the execution of the programme adopted by the General Conference”, the executive summary of document 191 EX/4 was commended, and the fact that there was now more significant reporting on the global priorities Africa and gender equality was welcomed. In general, the Group called for the same analytical focus and evidence-based reporting as had been demonstrated in document 190 EX/4 of the previous session. The reporting to the Board at this session is too concentrated on outputs rather than on results and impact. In this respect, the Group considers that there is a need to reflect on the format of future EX/4 reports within the framework of results-based budgeting (RBB), which will be applied in the next planning cycle. There is also a need to reflect on whether RBB will require changes in the current SISTER system. Moreover, in the context of RBB, it was felt that Member States should be able to provide feedback on activities implemented in their respective countries. It was noted that even now, information in SISTER was sometimes incomplete or vague and contained several budgetary disparities. The efforts of the Director-General to control the costs of the Organization, to strengthen the efficiency of the programmes and to decrease the weight of the bureaucracy were welcomed. Needless to say, concerns were expressed about the impact of the budgetary situation on the scope and coherence of the programmes. Questions were also raised about the rationale adopted for prioritizing activities and how that would affect the Programme and Budget for 2014-2017 (37 C/5). It was, however, noted that certain activities had delivered good results and could be used as models to inspire other parts of the programme. It was also noted that the budgetary crisis had significantly increased the reliance of the Organization on extrabudgetary funds. Strong concerns were expressed that such dependence could present accountability risks with respect to implementation of the priorities decided by the governing bodies, as compared to those set by donors and other external stakeholders. Let me now go quickly through the major programmes.

16.3 On Major Programme I “Education”, the Group would have appreciated an analysis of the impact of the new education for all (EFA) coordination mechanism. The urgency of accelerating progress towards the EFA goals by 2015 was highlighted and information was requested on the work undertaken for the “final push”, as well as on the activities within the framework of the Global Education First Initiative (GEFI). The Group regretted that document 191 EX/4 did not include reporting on the work of the International Task Force on Teachers for Education for All or on the Regional Strategy on Teachers in Latin America and the Caribbean, and queries were raised about the new initiative replacing the Teacher Training Initiative for Sub-Saharan Africa (TTISSA). While appreciation was expressed to the sector for having developed a wide range of partnerships with donors, the private sector and non-governmental organizations, its inability to raise funds specifically for literacy was signalled. Queries were also raised about the status of work within the framework of the Literacy Initiative for Empowerment (LIFE). The Group was informed that the sector would regroup international staff across Africa in the five multisectoral offices in order to build a critical mass of specialists.

16.4 On Major Programme II “Natural Sciences”, the Group felt that given the importance of the Man and the Biosphere (MAB) Programme for UNESCO, reporting on outcomes, impacts and challenges of the MAB Programme should have been included in the EX/4 document. Information was requested on existing

evaluation procedures of the World Network of Biosphere Reserves. The Group also felt that the Emergency Fund financed activities more related to raising visibility through better public perception of science, science centres, museums and World Science Day for Peace and Development than to programmes that were priorities for Member States, such as disaster risk reduction. Details regarding results achieved in relation to climate change, adaptation and mitigation were called for, and the lack of reporting within SISTER in that regard was highlighted. Furthermore, information was requested on UNESCO's involvement in the provision of fresh water in the Horn of Africa during the drought, and it was noted that a concerted search for groundwater had been made in that region; results for Ethiopia and Kenya would soon be presented. On queries about the tsunami warning exercise in the Caribbean (CARIBWAVE), it was noted that the exercise had been highly successful. However, the funding for centralized coordination and staff remains a big concern, in particular as regards the North-Eastern Atlantic and Mediterranean tsunami warning system. In the same vein, it was also noted that the UNESCO Intergovernmental Oceanographic Commission (IOC) had lost a fifth of its complement of staff, which is a significant proportion for such a small unit.

16.5 With regard to Major Programme III "Social and Human Sciences", the quality of the report, which showed tangible results achieved during the reporting period, was appreciated. It was further noted that reporting on this major programme was consistent throughout documents 191 EX/4 and 191 EX/26, as well as in SISTER, which was not necessarily the case for other major programmes. The progress made, in spite of the financial constraints, in capacity-building work in bioethics was welcomed. However, concern was expressed about the impact of the budgetary cuts on the activities related to environmental ethics. It was recalled that the General Conference and Executive Board had requested UNESCO to continue working on ethical principles related to climate change and, in that respect, information was requested on the status of the work of the World Commission on the Ethics of Scientific Knowledge and Technology (COMEST). It was also noted that the development of indicators for social inclusion policies had been largely put on hold. On the matter of the UNESCO Youth Forum, the sector informed the Group that it would be looking to reengineer the **Youth** Forum with a view to hosting it with limited funds.

16.6 On Major Programme IV "Culture", the Group appreciated the results-oriented and evidence-based reporting with clearly identified operational challenges. The efforts of the sector to meet statutory obligations in 2012 and to implement the cultural conventions, in spite of the current financial constraints, were commended. However, it was made clear to the Group that the sector would have major difficulties in meeting its obligations with regard to 12 of the 15 statutory meetings foreseen for 2013, especially since the use of the Special Emergency Multi-Donor Fund would no longer be possible. The wider problem of the multiplication of governance systems and their weight on the budget of the Organization was signalled. Information was requested by the Group about the results of the work initiated with the United Nations Development Group (UNDG) Task Team on Culture and Development. Furthermore, the much-needed financial support for the pedagogical use of the *General History of Africa* was underlined and the issue of the possible creation of an observatory of World Heritage sites was raised.

16.7 On Major Programme V "Communication and Information", the Communication and Information (CI) Sector was commended for its dynamic and reliable delivery, in spite of the financial difficulties. Its accomplishments, notably the World Open Educational Resources Congress, the International Conference on the Memory of the World in the Digital Age – Digitization and Preservation, World Press Freedom Day, the World Summit on the Information Society Review Meeting (WSIS+10), and the continued achievements of the International Programme for the Development of Communication (IPDC) were noted with appreciation. The Group felt that a strong partner-oriented approach and openness to work with the private sector was one of the keys to the Sector's success.

16.8 With regard to global priority Africa and the coordination and monitoring of action to benefit Africa, questions were raised in relation to fundraising as recommended by the Internal Oversight Service (IOS) evaluation. The Group enquired about the operational strategy for Africa and wished to know the reasons behind the low rates of implementation and the limited available funding. It was noted that the operational strategy for Africa would be made available to the Executive Board.

16.9 On field office implementation of decentralized programmes, many questions were asked about the expected changes in reporting lines and the coordination system for the field offices after the abolishment of the Bureau of Field Coordination (BFC). The Group learned that an Ivory Note from the Director-General outlining streamlined and simplified reporting lines, including enhanced decentralization of authority and accountability to directors and heads of field offices, was forthcoming. The Group called for those details to be clearly presented at the current session of the Executive Board. Clarification was sought on the low implementation rate of emergency funds allocated to the field reform and on the planning of the next phase of the reform targeting the Arab States region. As for the matter of strategic planning, programme monitoring and budget preparation, the Group enquired about the role of UNESCO with respect to United Nations system-wide cost-sharing measures. Concerns were raised about the concrete returns on investment, considering the substantial financial burden that its participation had had on the Organization in the current difficult budgetary context. With regard to the intersectoral platform on a culture of peace and non-violence, it was noted that the report was more of a listing of activities than an analysis of attained results and impacts. Regarding external relations and public information, the Group acknowledged the important work done, but was of the view that the report should be more focused on impacts, results and challenges than on a list of activities.

16.10 Madam Chair, in conclusion on this item, the Group recommended that the Executive Board focus its debates on a certain number of questions. What is UNESCO's action plan for the "last push" for achieving the EFA goals? How can we ensure that the next Global EFA Meeting is more productive and more successful? What is being envisaged for 12 of the 15 statutory meetings in the Culture Sector given the current financial constraints and the fact that it has been made clear to the Ad Hoc Preparatory Group that there can be no possible recourse to further utilization of the Emergency Fund, as the currently unencumbered emergency funds are to be held in abeyance to cover the potential global financial deficit? In what ways does an increased reliance on extrabudgetary funds (64%) affect the delivery and

priorities of UNESCO's programmes as determined by the governing bodies? The issues flagged for the attention of the Executive Board can be found in document 191 EX/AHPG/Recommendations.

16.11 On item **26** "Financial situation of the Organization and its implications for the implementation of the 36 C/5", the main focus in the discussions was on the updated forecast of the budget shortfall related to document 36 C/5 and the progress made towards achieving the 18 roadmap targets. Let me first deal with the updated forecast of the budget shortfall. Very importantly, the Group was told very clearly that the funds available from the Emergency Fund were fully earmarked to cover the deficit and, hence, no further activities could be financed from the Emergency Fund. The Secretariat explained that the \$528 million expenditure forecast in document 191 EX/26 represented a worst-case scenario, with a \$56 million funding gap. This gap is \$15 million higher than stated previously owing to the increases in estimated fixed charges, such as overheads, the fees for participation in the joint machinery of the United Nations system postponed from last year, and the decision to make 90 mission-critical posts available for recruitment. The Emergency Fund totalled \$74.9 million in funds received, with around \$46 million as yet remaining unallocated. It was stated that, in order to end the biennium without carrying over a deficit into 2014, no funds could be allocated from the Emergency Fund for the time being for any new activity. The Group wishes to call to the attention of the Board that the forecast does not include the unfunded programmes that sectors have reported in document 191 EX/26. Those programmes are thus either completely or partially unfunded at the moment, including the 12 statutory meetings mentioned by the Culture Sector. The Group was also informed that under the financial regulations of the Emergency Fund reliable, the Director-General could finance both programme and non-programme activities relating to document 36 C/5. Moreover, the Group wishes to call the attention of the Board to the need for the forthcoming General Conference to take a formal decision on how the United States of America's assessed contributions due in relation to documents 35 C/5 and 36 C/5 should be handled if such funds were to be received.

16.12 Regarding the roadmap targets, the Group expressed satisfaction with that modality, and noted that it had helped in moving concretely towards the achievement of objectives. The progress on the achievements stated under each of the 18 targets was duly noted and the Group asked whether it was possible to measure the cost savings accruing from the achievement of all the roadmap targets. Furthermore, the Group felt that the audit of structural measures for financial readjustment should have been made available, as it would have perhaps allowed for a better appreciation of the implementation of the roadmap. The Group was also informed that the Director-General intended to prepare a roadmap for the new biennium. The main areas of focus under this item that the Executive Board may wish to consider in its debates are as follows whether, in view of the current financial situation, it would be prudent for the Organization to recruit, even if the posts have been identified as business-critical; and, with reference to field reform in Africa, that reporting lines and accountability from the field to Headquarters are not clear. What, specifically, will be the respective roles of the Bureau of Strategic Planning (BSP), the Africa Department and the programme sectors, and what is the impact on the reporting lines of field offices in other regions? The main points that the Group wishes to

bring to the attention of the Executive Board may be found in document 191 EX/AHPG/Recommendations.

16.13 Under item **22** "Internal Oversight Service (IOS): annual report 2012", the Group discussed the report and the IOS review of UNESCO category 1 education institutes and global priority gender equality. On the annual report, the Group generally commended IOS for its excellent work. The Group wished to know the reasons for changing the indicators on the status of implementation of evaluations compared to those of last year. It also enquired about the under-utilization of extrabudgetary funds and about the special accounts, which had been recommended for closure by the IOS audit. Concerns were expressed as to the slow implementation of the cost recovery policy and the cancellation of the resource mobilization audit, considering that it would have been timely and very useful in view of the current financial situation of the Organization. The attention of the Executive Board is drawn to the audit of a partnership with a foundation with which widespread non-compliance has been noted, with a possible reputational risk for the Organization. Regarding the review of education-related category 1 institutes (191 EX/22.INF and 191 EX/17), although item **17** "Proposals for measures to improve effective management of education-related category 1 institutes" could not be examined by the Ad Hoc Preparatory Group as it was not ready at the time of the meeting, a very useful oral presentation of the content of the document was made to the Group. The education-related category 1 institutes the UNESCO International Institute for Educational Planning (IIEP – Paris), the UNESCO Institute for Lifelong Learning (UIL – Hamburg), the UNESCO International Bureau of Education (IBE – Geneva), the UNESCO Institute for Information Technologies in Education (IITE – Moscow), the UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC – Caracas), and the UNESCO International Institute for Capacity-Building in Africa (IICBA – Addis Ababa) were individually reviewed. The Group wished to know the reasons behind the lack of progress with the category 1 institutes since their previous evaluation eight years ago. The Group was informed about the organizational arrangements and about the financial sustainability and expertise of the institutes. Serious concerns were raised in relation to their difficult financial conditions and their very heavy dependence on extrabudgetary funding. The strategic importance of IICBA for Africa was noted but, at the same time, its weak delivery capacity was cited. The Group was informed that that Institute had recently been strengthened with new technical expertise. Concerns were also raised about IESALC having been left for over two years without a director. The Group enquired about the reasons behind formulating different recommendations to institutes suffering from exactly the same problems. In general terms, the need for a better focus and clearer definition of the institutes' role and position within the new Education Sector strategy was reiterated. It was also suggested that the findings and recommendations from this review should be considered within a broader framework, such as the UNESCO overall partnership strategy, with a view to ensuring better evaluation and monitoring. It is also important to mention that some institutes are doing better than others, such as IIEP, although its situation could become more fragile because of its very high dependency on extrabudgetary funds. It was felt that a balance should be struck between functional autonomy, which is important for the institutes' flexibility and agility, and their accountability to the Education Sector. Concern was

expressed about the lack of a critical mass of expertise in some of the institutes and, specifically, about the ability of IBE to become a centre of excellence in view of its current difficulties to implement outstanding recommendations.

16.14 Now moving to the review of global priority gender equality, the Group wished to know the reasons for not including the findings and recommendations of the International Labour Organization (ILO) audit in the IOS report. It was noted that the Division for Gender Equality had been successful in enhancing its visibility, but on the other hand, it was highlighted that gender was still not well integrated into most programmes, which triggered several questions both to the Division and to all Assistant Directors-General about the mechanisms through which the Division was liaising with the sectors, and in what ways it was helping them in mainstreaming gender into their programmes. The lack of gender experts in the sectors was also underlined, along with the lack of enforcement of accountability mechanisms in the Secretariat for implementing that priority. Moreover, it was crucially noted that other than the lack of available statistics, the need to understand and take into account gender as a cultural and anthropological concept was necessary for gender policies to be successful. In querying the role of the Division for Gender Equality, the Group also questioned how global priority gender equality could be aligned with global priority Africa, and whether it would be accompanied by an operational strategy just like for Priority Africa. It was noted that an action plan would be prepared under the coordination of the Division for Gender Equality and submitted to the 192nd session of the Executive Board.

16.15 The main areas of focus under this item that the Executive Board may wish to consider in its debates are as follows. With respect to gender equality, it is recommended that there be an in-depth debate on the very concept of gender equality for it to be better understood in the same way by all sectors and to be relevant for UNESCO in the delivery of its mandate. How can UNESCO ensure that gender equality is properly integrated into programme planning, delivery and monitoring? Do staff in the Division for Gender Equality and the Secretariat (both in programme sectors and in the field offices) have the necessary competencies and tools? What are the key elements to be considered in preparing the Priority Gender Action Plan and for its implementation, with clearly defined scope and functions of the Division for Gender Equality? With regard to category 1 institutes, it is recommended that the Board debate the financial viability and sustainability of UNESCO category 1 education institutes in the current context, as the institutes already rely heavily on extrabudgetary financing to deliver on their mandates. This is particularly relevant knowing that there is a possibility of potentially even further reduced regular budget allocations from UNESCO. The Board should also debate the functional autonomy of these institutes, the pros and cons of such an arrangement and their respective governance modalities; the need for these institutes to have a clearly defined role within a holistic strategy, with an accountability framework guiding their relationship with Headquarters; what role the governing boards of the institutes should play; what criteria should guide the allocation of funds; and the need to explain more clearly how different solutions were proposed to what appear to be the same problems, especially with reference to IESALC and IICBA.

16.16 On item 16 "Follow-up to the independent external evaluation of UNESCO" Part I "Progress report",

to begin with let me thank my dynamic Vice-Chair, Mr Jens Dalsgaard of Denmark, who so ably chaired this item. The document was found to be excellent, with clear and concise information allowing for an informed discussion on opportunities and challenges encountered. It was underlined that the independent external evaluation had succeeded in paving the way for a constructive dialogue between Member States and the Secretariat. The Secretariat was congratulated on the progress made across the various strategic directions. On strategic direction 1 "Increasing UNESCO's focus", it was noted that draft document 37 C/4 was not brief, contrary to what had been requested. While some support was expressed for efforts to increase the focus, it was questioned whether the format of the preparations for draft documents 37 C/4 and 37 C/5 was best suited to allow for real prioritization. The need to develop and implement viable ways to terminate programmes, including through the application of sunset clauses and exit strategies, was strongly reiterated. The important role of evaluations for that purpose was also highlighted. In that regard, the Group requested more information about the comprehensive programme review, as its impact on documents 37 C/4 and 37 C/5 were nowhere to be seen. On strategic direction 2 "Positioning UNESCO closer to the field", while the Secretariat was commended on the progress in the field reform in Africa, despite the difficult financial situation, more details were requested on the new lines of accountability and authority, and, in particular, on how the Secretariat would go about testing and implementing them in the field. The details on the status and composition of staffing for the new administrative platform to be established in Addis Ababa were also requested. On strategic direction 3 "Strengthening participation in the United Nations", while UNESCO's continued strong United Nations system-wide participation and collaboration was appreciated, it was felt that the time invested by UNESCO staff in United Nations coordination, including at the most senior levels of the Organization, needed to be balanced against other tasks of UNESCO. Moreover, it was stated that the financial implications for the Organization of Delivering as One and the United Nations resident coordinator system needed to be clarified based on the return on investments for UNESCO. On strategic direction 4 "Strengthening governance", the Group noted that many challenges had been reported on the reform of governance. It was felt that progress had so far been limited under that strategic direction, and more information was expected on the results from other studies, mainly under item **16 Part IV**, which had not been produced in time for the Group to examine. The Group also underlined that the approach proposed for intergovernmental mechanisms to undertake their own assessments was imperative, despite the possibly long timeframe for such an exercise. On strategic direction 5 "Developing a partnership strategy", the increased importance of extending UNESCO's reach through partnerships was underlined. A more proactive approach in the partnership with parliamentarians was believed to be necessary. The difficulties encountered in operationalizing the new partnership strategy were noted, as one needed to adapt to new types of partnerships. A significant cultural change was needed in the Secretariat in order to work with the private sector. You can find the recommendations under this item in document 191 EX/AHPG/Recommendations.

16.17 I will now, finally, move to item 15 "Draft Medium-Term Strategy (37 C/4) and Draft Programme and Budget (37 C/5) and recommendations of the Executive Board". The Group thanked the Director-General for the C/4 and

C/5 documents and the addenda produced. The Group first examined the Draft Medium-Term Strategy (37 C/4) and, in a separate discussion, the Draft Programme and Budget (37 C/5). As document 191 EX/15 was not available during the meeting, the Group regretted that it could not discuss the operational strategies on Priority Africa and youth. The Group welcomed the introduction by the Director-General to draft document 37 C/4, which reflected a clear vision and set a general direction for UNESCO's programmes. Comments were, however, made on the lack of linkages between the introduction and the rest of the strategy. The Group questioned the length of the C/4 document and wondered whether it would be possible to reduce the redundancies by eliminating the introductory part of the strategic objectives. Clarifications were also sought on the root-and-branch review of current programmes mentioned in the Director-General's introduction, as well as on the mechanism envisaged for operationalizing the sunset clauses. Concerning the overarching objectives, some representatives noted that although in paragraph 7 of 190 EX/Decision 19, the Board had requested the Director-General "to reflect expressly in these overarching objectives social inclusion, ethical and social challenges and communication and information", that had not been followed up on. While the Director-General's commitment to greater interdisciplinarity and breaking down silos was commended, some felt that the proposal did not seem to go far enough in that direction. Clarifications and additional information regarding the rationale for the proposed centre for social transformations and intercultural dialogue, as well as its mandate and resources, were sought, and concerns were raised about the potential duplication between the work of the centre and the Social and Human Sciences Sector.

16.18 Let me now touch briefly on these strategic objectives, starting with objectives 1, 2 and 3. Representatives expressed their appreciation regarding the formulation of those three strategic objectives. The Sector was, however, encouraged to revise the expected results in order to make them more realistic and more measurable. A number of speakers asked about the meaning of "creative citizen", and many would have preferred the text include to more information about the issues proposed by UNESCO for the post-2015 education agenda. On strategic objectives 4, 5 and 6, it was indicated that the narratives should be adjusted and made clearer. Some indicated that there seemed to be "silos" between Major Programmes II and III, while others felt that on some issues there was some overlap between the two sectors. Clarifications were sought about the terms "water security" and "social identity", for which there was no agreed definition at the international level. Furthermore, clarifications were also sought concerning the Secretary-General's Global Initiative on Sustainable Energy for All, which did not include any reference to UNESCO. On the proposed centre for social transformations and intercultural dialogue, while thanking the Director-General for her creative answer to the challenges, representatives sought clarification on the very rationale for creating such a centre, and on its role and place within the Social and Human Sciences Sector. Representatives questioned the need for such a centre, and pointed to a lack of definition and clarity in terms of content. Clarifications were also sought on the link and synergies between the Management of Social Transformations (MOST) Programme, intercultural dialogue and foresight, as well as on the link between intercultural dialogue and the science-policy interface. While speakers expressed support for the innovative way in which Strategic

Objectives 7 and 8 had been designed, several took note of the absence of the word "culture" in their titles and within Major Programme IV, as contained in draft document 37 C/5. Some representatives noted the lack of clarity and transparency in clustering the conventions under the same expected results. While some speakers expressed support for the inclusion of the Memory of the World Programme in Major Programme IV, underlining its links to other heritage-related programmes and conventions, others considered, on the contrary, that it would be better to maintain it under Major Programme V since it was transversal and not only about registers. On strategic objective 9, some representatives did not endorse the proposed transfer of certain programmes from Major Programme V to Major Programmes I, II and IV. While some speakers saw merit in the proposed changes, they were seen by others as weakening Major Programme IV and its delivery. Madam Chair, I have quickly gone over the C/4 document, but in view of the limited time, I would invite you all to look at the very detailed discussions in document 191 EX/AHPG.INF.

16.19 I am now going to move to the Draft Programme and Budget (37 C/5). It was noted that draft document 37 C/5 was only the first attempt in the results-based budgeting (RBB) process, which was likely to take several biennia to be fully implemented. It was also noted that the new programme cycle extending over four years was a new experience for UNESCO. This was to be seen in conjunction with a biennial budget that would permit mid-term assessment as a means for quality assurance. Madam Chair, I will not go into details of discussions on each major programme and other parts as the debates are covered almost *in extenso* in document 191 EX/AHPG.INF. I will, however, say that the main concerns were about the quality of many of the expected results, which were not impact-oriented, and on the lack of baselines for benchmarks. Questions were raised about spending priorities and about the need for stronger links between the draft C/4 and C/5 documents. I will therefore move directly to the budgetary features of draft document 37 C/5. The Group was informed that in accordance with 190 EX/Decision 19, draft document 37 C/5 presented a zero nominal growth budget of \$653 million. It was noted that that meant that the Secretariat would have to absorb some \$79 million in additional costs (\$57 million for inflation and statutory increases and \$22 million linked to the Director-General's decision to reduce the lapse factor rate from 5% to 0%. According to the Secretariat, the programmes (Part II.A) have their budgets increased by some \$13.8 million as compared with document 36 C/5 Approved. Non-programme sectors and bureaux have maintained their budgets at the current 36 C/5 Programme and Budget work plan levels, which are significantly lower than the original approved amounts owing to the measures taken to address the ongoing financial situation. It was also noted that the staff costs budget was higher than in document 36 C/5 Approved, but that that was mainly due to the additional costs of \$53 million arising from statutory increases and from the change in the lapse factor. Furthermore, it was noted that in an effort to move towards results-based budgeting, the budget details for the five major programmes were shown by expected results and were broken down into three categories: programme costs, programme support costs and administration costs.

16.20 On document 37 C/5 Add.2 "Implementation plan for document 37 C/5 based on the expected cash flow situation for 2014-2015", the Group wished to know why a proposal of \$536 million had been presented instead of

\$507 million, which was the likely level of funding available if the withholding of funds from a major donor were to continue. Concern was also expressed by some about the provision of \$4 million foreseen for the after-service health insurance (ASHI) long-term liability, recalling that the Executive Board had not approved that proposal at its previous session. On the matter of cost categorization, a brief description provided by the Chief Executive Officer was very helpful for the understanding of the Group, and each cost classification category and the basis of the allocation of staff and operational costs between the classifications of programme, programme support and administration were outlined. It was noted that posts relating to administrative officers, Bureau of Human Resources Management (HRM) staff, IT maintenance staff and mail services were classified as administrative costs, which also included the common charges previously in Part III of the budget. Programme support costs included the Assistant Director-General and posts for Executive Office functions, documentation and web maintenance, and the operational costs of the Assistant Directors-Generals' offices. All other costs fell within the category of programmes costs. It was clarified that such programme costs would include staff, research contracts, publication costs, temporary assistance, consultants, furniture and equipment and service contracts, provided they related directly to the division. The budget of each expected result therefore included all three categories: programme, programme support and administration. The Group noted, upon examination of the cost classifications provided for the different major programmes, that the weight of programme support and administrative costs varied significantly between sectors. The Group also felt that there was a need to formally adopt clear definitions of the different cost classification categories, as well as a definition of what a "programme" and what an "activity" were, since there seemed to be no common understanding either in the Secretariat or among the Member States. Madam Chair, I invite the esteemed Members of the Executive Board to refer to the many issues flagged on draft documents 37 C/4 and 37 C/5 in document 191 EX/AHPG.INF.

16.21 Madam Chair, Excellencies, dear colleagues, I have in this document concentrated on the main findings, the main questions and the main concerns expressed, but you will find many clarifications and answers to all these questions in document 191 EX/AHPG.INF. Before

concluding, I would once again like to thank first of all my Vice-Chair and the 18 members of the Group, as well as all the other delegations that took part in the debates with an acute sense of duty and commitment, despite all the constraints. I would like to thank, through you, Madam Director-General, the Deputy Director-General, all the Assistant Directors-General and the representatives of the Secretariat for being diligently present throughout the sessions to clarify and respond to queries. I would like to particularly thank my very hard working team: Ms Meriem Bouamrane, Mr Sachim Bath, Ms Caroline Munier, Ms Eunice Ong and Ms Elena Constantinou. This session of the Executive Board is a capital one. I sincerely hope that our work will be useful to all of you and will help you take good and informed decisions.

(The speaker continued in French)

16.22 Madame la Présidente, je voudrais informer le Conseil exécutif que, comme je l'ai annoncé à la réunion du Groupe ad hoc, nous avons l'intention, à notre prochaine session, de consacrer une séance à faire le bilan des travaux du Groupe pendant toute la durée du biennium. Nous allons procéder à une sorte d'autoévaluation afin de voir quelles sont les réussites et quels sont les moyens d'améliorer notre travail, et de déterminer si nous avons été utiles au Conseil exécutif ou non. Tous les États membres, membres du Conseil et observateurs sont invités à participer à cette séance de bilan ou à nous transmettre par écrit leurs idées ou leurs critiques. J'invite les membres du Secrétariat à faire de même. Tout le monde est invité à participer à ce bilan, dont nous vous présenterons les résultats à la prochaine session du Conseil.

Tributes to the memory of eminent personalities deceased since the previous session of the Board

17. The Chair *in extenso*:

It is incumbent on me at this stage to recall to you the parting of His Excellency Mr Hugo Chávez, President of the Bolivarian Republic of Venezuela. As is customary for heads of state who pass away while in office, I would like to ask you to stand for a minute's silence to honour the memory of President Chávez.

The Board observed one minute's silence in tribute to the memory of His Excellency Mr Hugo Chávez.

The meeting rose at 12.50 p.m.

DEUXIÈME SÉANCE

Lundi 15 avril 2013 à 15 h 15

Présidente : Mme Cummins

Tributes to the memory of eminent personalities deceased since the 190th session (*continued*)

1. **The Chair** announced that it was her sad duty to inform the Executive Board that His Excellency **Mr Zillur Rahman**, President of Bangladesh, had passed away on 20 March 2013 while in office. She invited those present to stand for a minute's silence in honour of his memory.

The Board observed one minute's silence in tribute to the memory of the deceased.

REPORTING ITEMS (*continued*)

Item 4: Report by the Director-General on the execution of the programme adopted by the General Conference (191 EX/4 Part I and Add. and Part II; 4.INF) (*continued*)

DRAFT MEDIUM-TERM STRATEGY (37 C/4) AND DRAFT PROGRAMME AND BUDGET (37 C/5) (*continued*)

Item 15: Draft Medium-Term Strategy for 2014-2021 (37 C/4) and Draft Programme and Budget for 2014-2021 (37 C/5) and recommendations of the Executive Board (37 C/4 Draft; 37 C/5 Draft; 191 EX/15) (*continued*)

ADMINISTRATIVE AND FINANCIAL QUESTIONS (*continued*)

Item 26: Financial situation of the Organization and its implications for the implementation of document 36 C/5 (191 EX/26) (*continued*)

Plenary debate

2.1 **M. Andreasen** (Danemark) *in extenso* :

Madame la Présidente, Madame la Directrice générale, chers collègues, j'ai l'honneur de m'exprimer au nom de l'Union européenne, du pays adhérent, la Croatie, et des cinq pays candidats, l'ex-République yougoslave de Macédoine, l'Islande, le Monténégro, la Serbie et la Turquie. L'Albanie s'associe également à cette déclaration.

(L'orateur poursuit en anglais)

2.2 "Science and culture are at the very core of the European openness: they enrich us as individuals and they create bonds beyond borders." This quote by José Manuel Barroso, President of the European Commission, at the Nobel Peace Prize ceremony illustrates how close the European Union's values are to those of UNESCO. The memorandum of understanding between the European Union and UNESCO, signed in October 2012, strengthened the link between the two organizations. In addition to individual European Union Member States' voluntary contributions, European Union institutions are currently financing more than €32 million – which is \$41 million – of projects implemented by UNESCO, such as the Mediterranean Living Heritage programme, educational training to young Syrian refugees in Jordan, capacity-building in Africa, and human rights education for women, and we are negotiating another €5 million to support a water project in Iraq.

2.3 Madam Chair, we are encouraged by the many achievements of UNESCO, despite the difficult financial situation of the Organization. Just as in UNESCO, education is at the heart of the Europe 2020 strategy for

growth and employment. Access to all forms of education, technical and vocational education and training (TVET) and lifelong learning are essential in all countries. Recent initiatives, such as the Malala event in December, focused on equal rights to education for both girls and boys. Regarding the Global Education First Initiative, we trust that the Steering Committee meeting in Washington this week will take the initiative an important step forward by adopting the action framework that has been developed by UNESCO in consultation with Committee members. This while ensuring full complementarity of the Education First initiative with the education for all (EFA) goals. We encourage UNESCO to build a collective vision to promote education in the post-2015 development agenda.

2.4 The European Union remains strongly committed to the objective of sustainable development, and the need to foster a transition towards an inclusive green economy. In May, European Union Ministers will discuss the objectives of the European Union on this important issue. We hope that the ongoing post-2015 United Nations Millennium Development Goals (MDGs) and Sustainable Development Goals (SDGs) process will lead to the development of a future overarching framework, integrating the economic, social and environmental dimensions, and that UNESCO will fulfil its ambitions to strengthen the science-policy interface. We reiterate our support for UNESCO's role in the Oceans Compact and the United Nations Scientific Advisory Board. The International Year of Water Cooperation has emphasized the need for clean water, healthy oceans and a tsunami early warning system.

2.5 The European Union stands committed to the promotion and protection of human rights worldwide. The new EU Special Representative for Human Rights has emphasized the need for *joint* action. The European Union supports UNESCO's role in defending freedom of expression, including on the Internet, and believes it should underpin all sectors of the Organization's work. We support UNESCO's aim to build inclusive knowledge societies, its role in the multi-stakeholder WSIS+10 review process and the United Nations Plan of Action on the Safety of Journalists, including the establishment of an *internal* UNESCO work plan. The issue of impunity must be taken seriously. It is unacceptable that so many journalists are killed, and that 90% of the killings go unresolved.

2.6 The implementation of the cultural conventions must remain at the core of UNESCO's programme. We need strong protection of cultural objects and cultural heritage in all its forms and we need to further intercultural dialogue. In this context, we congratulate the Director-General for her rapid initiative to raise awareness about the situation in Mali and establish an action plan in close cooperation with the government. The European Union supports the efforts of the Director-General and the Chair of the Executive Board to make a joint technical mission to East Jerusalem possible within an agreed framework.

(The speaker continued in French)

2.7 Madame la Directrice générale, nous pensons que le document de Stratégie à moyen terme, élaboré sur la base d'une décision consensuelle du Conseil exécutif, devrait être bref, stratégique et dénué de considérations détaillées sur les mécanismes de mise en œuvre. L'Union européenne vous soutient dans votre volonté de poursuivre le processus de réforme. Nous croyons à l'importance, pour l'UNESCO, de travailler plus près du terrain et d'améliorer l'intersectorialité, l'impact et

l'exécution de son action. La question du genre et l'Afrique sont des sujets qui comptent pour l'Union européenne, et nous sommes en faveur d'une mise en œuvre réactive de ces priorités globales. Nous rappelons à cet égard la pertinence des rapports du Service d'évaluation et d'audit et de l'Organisation internationale du Travail. Sensibles aux efforts de recentrage et de coordination des activités de l'UNESCO dans les domaines du dialogue interculturel, de la transition démocratique et de la transformation sociale, nous sommes prêts à examiner les mécanismes de mise en œuvre, comme, par exemple, le projet qui a été proposé par la Directrice générale, afin de leur assurer l'impact et la visibilité nécessaires.

2.8 Madame la Directrice générale, nous vous encourageons dans vos efforts pour substituer à une culture du contrôle une culture de la responsabilité. Nous prenons acte avec satisfaction des évaluations menées à bien, et nous saluons le passage à une « budgétisation axée sur les résultats ». Concernant la situation budgétaire, nous apprécions l'action que vous menez pour rationaliser les dépenses et éliminer le déficit résiduel, et nous espérons que la question du financement de l'Organisation sera bientôt résolue. Une situation financière viable est indispensable à l'UNESCO pour mener à bien sa mission, une mission que nous vous encourageons à recentrer sur ses programmes et activités prioritaires. Soyez quoi qu'il en soit assurée, Madame la Directrice générale, que l'Union européenne soutient votre action, et reste plus que jamais engagée en faveur de l'Organisation. Merci.

(L'orateur poursuit en anglais)

2.9 Ladies and gentlemen, now I will speak on behalf of Denmark. Madam Director-General, the present biennium has indeed been one of great challenge, but against the difficult odds, we have also seen progress and very good performance in several areas. UNESCO has remarkably strengthened its cooperation and position within the United Nations system, the field reform in Africa is on track, and, recently, we have seen the very successful WSIS+10 follow-up – just to mention a few examples. But the general picture, unfortunately, is that all programme delivery is severely hampered by the cuts in activity budgets. UNESCO involvement is to a large extent only possible thanks to extrabudgetary contributions, and key responsibilities for this year still remain unfunded and uncertain.

2.10 Furthermore, Madam Director-General, in spite of huge savings and remarkable efforts from you and the entire Secretariat, a spending forecast shows that – in the worst case scenario – the Organization will end the biennium with a deficit of more than \$50 million, and that all remaining funds in the Special Emergency Multi-Donor Fund will be tied up covering this expected deficit. We hope that in the very near future there will be a solid and sustainable solution to UNESCO's economic situation, because we urgently need to adjust the capacities and expenditure of the Organization to the realities, if we are **not** to permanently undermine relevance and impact of our work. This must be duly reflected in documents 37 C/4 and 37 C/5.

2.11 Madam Director-General, we wish to compliment you for your determination to seek sense and direction in the reform of the Organization, based on the independent external evaluation of UNESCO (IEE), as clearly reflected in the introductory remarks to your proposals. We strongly support the efforts to reorganize and downscale parts of the central services with a view to transferring resources

to programme activities. And we are open to consider your ideas to overcome silos and reduce fragmentation. We would have been pleased to see even bolder proposals to enhance interdisciplinary, flexible and forward-looking programme delivery, including a more integrated approach to science.

2.12 In relation to the draft C/4 document, Denmark is supportive of the overall direction and substantive focus of the proposal, and we are open to some rewording and further reduction in the number of Strategic Objectives. We are looking forward to cooperating on the improvement, and we have a few ideas to share ourselves.

2.13 Regarding the draft C/5 document, again we wish to compliment the Director-General on some overall features of the proposal. We see a considerable drop in numbers of main lines of action (MLAs) and expected results, except for Major Programme III. This may be a sign of a stronger focus, which we welcome – but the real test lies in the implementation – and we would therefore welcome information on the programmatic measures envisaged to ensure that we actually achieve more and have deeper impact in the selected areas of focus. We also note the introduction of sunset clauses on programme activities. This is a really good step towards a more professional and reflective culture, systematically pursuing quality performance. It is stated that the draft C/5 document is actually already based on a so-called “root-and-branch” review of all current programmes. This is excellent, and we would like to ask the Director-General to share some information on the outcome of these reviews and how they may be tracked in the proposal. With the strengthening of management and budgeting for results, the relevance and quality of the results we aim at are of course of crucial importance – and in this perspective we are dealing with work in progress. We need to see stronger impact-orientation of expected results.

2.14 Given the comprehensive nature of UNESCO's mandate, we fully support the priority that the Director-General attaches to the transversal issues of social inclusion, youth empowerment and, last but not least, intercultural dialogue, one of the core purposes of UNESCO. We are still not convinced, though, that the proposed new structure in the context of the Social and Human Sciences Sector is the right way to ensure results and impact in these areas. Looking forward, we thank the Director-General for her reflections on spending priorities, which give a basis for discussing exactly how to implement further budget reductions, if necessary, keeping the overall interests of the Organization in mind.

2.15 Finally, on behalf of all five Nordic countries: Denmark, Finland, Iceland, Norway and Sweden, we are pleased to confirm our support for the re-election of the Director-General, and we are looking forward to continued cooperation with her in her second mandate. Thank you very much.

3.1 郝平先生（中国）发言全文：

主席女士，大会主席，总干事女士，各位同事，女士们、先生们：今天上午总干事博科娃女士做了一个非常精彩的报告。我们高兴地看到，今年是本组织成功应对考验的一年。在总干事和秘书处同事们的艰苦努力下，新的中长期战略和四年计划与预算如期呈现在我们面前。正如总干事在中长期战略草案序言中所言，它为会员国确定未来共同战略奠定了基础，也为教科文组织确定新的进程提供了机会。新的中长期战略和四年工作计划也是各会员国共同努力的结果。自上一届执行局会议以来，在执行局主

席的主持下，临时设立的“共识小组”对中期战略和计划与预算初步设想反复磋商，最终达成了协商一致。总干事充分听取意见，共同促成了文案的形成。中国代表团对这一成果表示充分肯定和高度赞赏。

3.2 新的中长期战略草案反映了本组织积极应对世界发展的新形势。中国古人言：“明者因时而变；知者因事而制。”我们赞同采取突出重点的战略，将工作重点进一步集中到具有优势的核心业务领域，要充分利用好现有资源，并不断通过改革激发新的活力，争取各国最大限度支持，从而创造更大的业绩。在当今世界正在发生迅速而深刻的变革，人们的发展也面临着许多新的考验。然而和平是人们的永恒期望，没有和平，发展就无从谈起。因此，将本组织各领域的活动最终聚焦于和平与可持续发展，也顺应世界潮流，是组织法赋予我们的神圣使命，更有利于教科文组织在其职责范围内继续在全球发挥领导作用。

3.3 各位同事，教育在经济和社会发展中的根本性、基础性作用越来越为各国所认识。中方高度赞赏联合国提出的“全球教育第一倡议”，认为该倡议为本组织引领和促进人类教育发展提供了难得的机遇。我们要共同努力，为落实 2015 年全民教育目标提供最后和最大的推力，并为之后的国际教育议程提出指导意见。在此，我想强调信息化将为教育带来一场根本性革命，而教育信息化一定会为实现本组织教育议程发挥重要作用，是促进教育公平、提高教育质量的有效手段，也是实现终身教育、构建学习型社会的重要方式。中国支持中长期战略和工作计划把促进教育信息化作为重大计划 1 的主要任务之一。今年 10 月将在北京举办首届全球学习型城市大会，我诚挚欢迎各位光临，共同研讨这一问题。

3.4 科学技术的进步和创新，以及科学技术成果的共享，是推动可持续发展的力量源泉。在新的计划周期内，我们要充分利用本组织在科学领域的宝贵资源和庞大网络，着眼于对未来发展进行更多具有前瞻性的思考和研究。中方认为，科学领域各政府间计划和会员国建立的 2 类中心是实现本组织科学战略和工作计划的重要支撑，应进一步加强和密切它们之间的横向联系与密切合作，使之发挥更大的作用

3.5 文化是一个国家和民族赖以生存的重要根基。文化多样性也被国际社会公认为“人类的共同遗产”。文化是本组织的一面旗帜，该领域的工作赢得了会员国和国际社会的广泛赞誉和支持。我们应该再接再厉，在“保护和传承遗产”和“促进创造力和文化表现形式的多样性”两个战略性目标框架下，为维护持久和平和促进可持续发展做出新的更大的贡献。创意城市计划已经受到各国的欢迎，希望教科文组织重视这一计划的实施和体制性完善。今年五月将在中国举办文化-可持续发展关键的国际大会，我们期待着各国代表团光临中国美丽城市杭州，共商世界文化发展大计。

3.6 各位同事，女士们，先生们，我们赞赏总干事对本组织改革的努力与付出的辛勤工作，赞成集中组织的力量保证重点目标的实现，落实非洲优先，扩大和提升本组织的智力资源，更好地为会员国服务。我预祝本届会议取得圆满成功！Thank you very much.

(3.1) **M. Hao Ping** (Chine) *in extenso*
(traduit du chinois) :

Madame la Présidente, Madame la Présidente de la Conférence générale, Madame la Directrice générale, chers collègues, Mesdames, Messieurs, la Directrice générale nous a présenté ce matin un rapport extrêmement brillant. Nous avons pu constater avec plaisir que l'Organisation a surmonté

les épreuves qui ont jalonné cette année. Grâce aux efforts acharnés de la Directrice générale et du Secrétariat, la nouvelle stratégie à moyen terme et le nouveau programme et budget quadriennal nous sont présentés en temps voulu. Comme le note la Directrice générale dans son introduction au Projet de stratégie à moyen terme, ces documents offrent aux États membres une occasion de définir une vision stratégique commune de l'Organisation pour l'avenir et de tracer une nouvelle voie pour une UNESCO nouvelle. Les projets de stratégie à moyen terme et de programme et budget quadriennal sont aussi le fruit d'un effort collectif de tous les États membres. Depuis la dernière session du Conseil exécutif, le « groupe de consensus » a, sous la conduite de la Présidente du Conseil, multiplié les consultations préliminaires concernant ces deux documents, et est ainsi parvenu à concilier tous les points de vue. La Directrice générale a tenu pleinement compte de toutes ces idées, qui ont contribué à la finalisation des deux projets. La délégation chinoise salue cet excellent résultat et s'en félicite grandement.

(3.2) Le projet de nouvelle stratégie à moyen terme reflète l'approche proactive de l'Organisation face à l'évolution de la situation mondiale. Un vieux dicton chinois dit : « L'homme clairvoyant se transforme au fil du temps ; l'homme intelligent s'adapte aux événements ». Nous souscrivons à la stratégie de recentrage des priorités sur les domaines d'activité essentiels où l'UNESCO possède un avantage comparatif. Il nous faut mettre pleinement à profit les ressources existantes, entretenir le nouvel élan créé par la réforme et obtenir de chaque État membre un soutien maximal afin d'amplifier encore les résultats. Dans notre monde qui connaît une mutation rapide et profonde, l'humanité doit faire face à de nombreuses épreuves nouvelles. Mais la paix est une aspiration constante des hommes et des femmes. Sans elle, il ne peut y avoir de développement. Axer nos activités dans tous les domaines sur la paix et le développement durable, c'est donc aller dans le sens de l'histoire, accomplir la mission sacrée que nous assigne l'Acte constitutif et faire en sorte que l'UNESCO remplisse sa fonction de chef de file mondial dans ses domaines de compétence.

(3.3) Chers collègues, le rôle essentiel et fondamental de l'éducation dans le développement économique et social est de mieux en mieux reconnu par tous les États. La Chine apprécie grandement l'Initiative pour l'éducation avant tout de l'Organisation des Nations Unies, qui constitue pour l'UNESCO une chance précieuse de guider et promouvoir le développement de l'éducation dans le monde. Nous devons tous ensemble intensifier nos efforts dans la dernière ligne droite avant 2015 afin d'atteindre les objectifs de l'Éducation pour tous, et définir les grandes orientations de l'agenda international de l'éducation post-2015. Je voudrais à cet égard souligner la manière radicale dont les technologies de l'information et de la communication (TIC) vont révolutionner l'éducation et le rôle important qu'elles vont jouer dans la mise en œuvre de notre agenda, en tant que moyen efficace de promouvoir l'équité et la qualité de l'éducation et qu'instrument important de la réalisation de l'éducation tout au long de la vie et de l'édification d'une société fondée sur l'apprentissage. La Chine soutient la décision de faire de la promotion des TIC dans l'éducation l'une des tâches essentielles du grand programme I dans la stratégie à moyen

terme et le plan de travail. En octobre prochain se tiendra à Beijing la première Conférence mondiale des villes apprenantes, à laquelle je vous invite tous à venir participer pour discuter ensemble de cette question.

(3.4) Les progrès et innovations de la science et de la technologie et le partage de leurs fruits sont un moteur du développement durable. Durant le nouveau cycle de programmation, l'Organisation devra tirer le meilleur parti de ses ressources et de ses vastes réseaux et mener une réflexion et des recherches prospectives plus poussées sur le développement dans le monde de demain. La Chine est d'avis que les programmes scientifiques intergouvernementaux et les centres de catégorie 2 établis par les États membres contribuent de manière importante à l'exécution de la stratégie à moyen terme et du plan de travail, et qu'il importe donc de renforcer et de resserrer entre eux les liens de coopération transversaux afin d'amplifier leur impact.

(3.5) La culture est le fondement même sur lequel reposent l'État et la nation. La communauté internationale voit dans la diversité culturelle le « patrimoine commun de l'humanité ». La culture est l'un des étendards de l'Organisation, dont les activités dans ce domaine emportent l'adhésion générale des États membres et de la communauté internationale. Il nous faut poursuivre sur cette lancée et, dans le cadre des deux objectifs stratégiques *Protéger, promouvoir et transmettre le patrimoine* et *Favoriser la créativité et la diversité des expressions culturelles*, apporter une contribution accrue au maintien de la paix et à la promotion du développement durable. Le programme des *Villes créatives* a été favorablement accueilli par tous les États membres, et nous espérons que l'UNESCO aura à cœur d'en assurer la mise en œuvre et le renforcement institutionnel. Au mois de mai va se tenir en Chine un congrès international sur le thème « La culture, clé du développement durable ». Nous vous attendons tous dans la belle ville de Hangzhou pour y débattre du développement culturel dans le monde.

(3.6) Chers collègues, Mesdames, Messieurs, nous apprécions à leur juste valeur les efforts et le travail acharné de la Directrice générale pour mener à bien la réforme. Nous appuyons la concentration de toutes les forces de l'Organisation sur les objectifs prioritaires et sur la priorité Afrique, et appelons l'UNESCO à élargir ses ressources intellectuelles et à en élever le niveau afin de mieux servir les États membres. Je souhaite plein succès au Conseil en cette présente session ! Merci beaucoup.

٤,١ السيد عمرو (مصر) النص الكامل :

السيدة رئيسة المجلس التنفيذي، السيدة رئيسة المؤتمر العام، السيدة المديرية العامة، أصحاب السعادة، السيدات والسادة الحضور، اسمحوا لي في البداية، وبعد أن استمعنا إلى تقرير السيدة المديرية العامة الذي أدلت به خلال الجلسة الافتتاحية صباح اليوم، أن أتقدم إليها بالشكر على كافة الجهود التي تبذلها والتي تساهم من خلالها في الحفاظ على مكانة هذه المنظمة كمؤسسة دولية تعبر عن فكر وضمير البشرية. كما نشارك السيدة المديرية العامة الرأي فيما أبدته من رؤى وأفكار تتعلق بمستقبل هذه المنظمة في عالم مليء بالفرص والتحديات التي تفرض علينا ضرورة العمل سوياً لإيجاد أرضية مشتركة وتبني خطط وبرامج واضحة لتحقيق التنمية المستدامة وتدعيم سبل التعاون والتعايش ونشر ثقافة السلام في ربوع العالم المختلفة.

٤,٢ إن مصر، وهي تواصل جهودها لإرساء دعائم الديمقراطية في ظل التحولات الإيجابية التي تشهدها، يتزايد إيمانها برسالة اليونسكو النبيلة ودورها. ولقد عكست الزيارة الهامة التي قامت بها المديرية العامة لمصر خلال الشهر الماضي عمق العلاقة بين اليونسكو ومصر. كما كانت هذه الزيارة فرصة لإطلاع المديرية العامة على الجهود الوطنية المبذولة والخطط الطموحة التي وضعتها مصر لتحقيق التنمية والعدالة. وقد أكدت السيدة المديرية العامة دعمها الكامل للحكومة المصرية، وتحركت المنظمة بشكل أكثر فاعلية لتزويد مصر بالخبرات اللازمة كي تتمكن من تنفيذ خططها التنموية في مجالات عمل اليونسكو.

٤,٣ السيدة الرئيسية، بشكل عام لا يملك أي شخص يتدبر وضع اليونسكو اليوم إلا أن يقر بأن هذه المنظمة تعيش مرحلة فارقة. فمن ناحية، تنظر الغالبية العظمى من الشعوب إلى هذه المنظمة على أنها الأقدر على تقديم المساعدات والخبرات اللازمة في مجالات عملها ودعمها في وضع وتنفيذ سياساتها لصالح الأجيال القادمة، إلا أن المنظمة، من ناحية أخرى، تجد نفسها، أكثر من أي وقت مضى، مغلوطة الأيدي بسبب عدم توافر الموارد المالية مما أثر بشكل واضح على اضطلاعها برسالتها السامية خلال الفترة الأخيرة.

٤,٤ ولقد اطلعنا على مشروع الوثيقتين اللتين أعدتهما الأمانة للاستراتيجية المتوسطة الأجل للفترة ٢٠١٤-٢٠٢١ والبرنامج والميزانية للفترة ٢٠١٤-٢٠١٧. ونجد لزاماً علينا هنا أن نسجل في هذا المقام الشكر والتقدير للجهود التي تبذلها السيدة المديرية العامة والأمانة لبورتتهما والعمل على طرح أفكار لتفعيل دور هذه المنظمة. ونحن على يقين بأن هذه الدورة ستشهد مناقشات جادة، نود أن توليها الأمانة الاعتبار الواجب لدى إعداد الصياغة النهائية لهاتين الوثيقتين.

٤,٥ كما نود بهذه المناسبة أن نؤكد على أن الآراء التي نعبر عنها في هذا الخصوص يجب ألا تُفسر من منظور التشبث بتكريس الوضع القائم واستمراره وإنما انطلاقاً من إيماننا بضرورة الربط بين الهيكل الإداري للمنظمة من جهة، والبرامج التي يُعهد بتنفيذها إلى كل قطاع من جهة أخرى، ورغبة في التطوير والارتقاء بالأداء وزيادة الفاعلية. وإننا نؤمن بأن التطوير والتجديد هما من سمات الحياة، ويجب أن ينعكس ذلك أيضاً على هذه المنظمة ولكن بما يحقق فاعليتها وتطوير أدائها والاستفادة من خبراتها. كما نأمل في تعزيز مشاركة وإسهام كافة الشركاء غير الحكوميين، وبصفة خاصة منظمات المجتمع المدني، في تنفيذ مختلف برامج اليونسكو باعتبارها الأقرب إلى الميدان والقادرة على الاطلاع على الاحتياجات الفعلية للشعوب لتحقيق تنميتها.

٤,٦ وفي مجال التربية، نرحب ببرامج تعزيز التعليم من أجل السلام وحقوق الإنسان والتنمية المستدامة، والجهود التي تبذلها المديرية العامة مع منظمة الأمم المتحدة بخصوص المبادرة العالمية بشأن "التعليم أولاً"، آمليين ألا يفتقد هذا البرنامج من الدور الرائد لليونسكو في مجال التربية. وتتطلع مصر إلى المزيد من الاهتمام ببرامج محو الأمية والبرامج الخاصة بمواجهة مشكلة التسرب من التعليم والتعليم المستمر وإبلاء عناية خاصة لتدريب الشباب على مهارات التوظيف واحتياجات سوق العمل بالإضافة إلى وضع قواعد خاصة لحوكمة التعليم، خاصة التعليم العالي. كما نرجو أن توضح لنا الأمانة رؤيتها وخططها المستقبلية فيما يخص مستقبل برنامج "التعليم للجميع" لفترة ما بعد عام ٢٠١٥.

٤,٧ وفي مجال العلوم الطبيعية، فإننا ندعم توجه اليونسكو للاهتمام بموضوعات المياه، باعتبارها إحدى ركائز التنمية المستدامة، وسعيها إلى أن تكون المياه أحد سبل التعاون بين الدول وليس سبباً للخلافات ونشوب النزاعات فيما بينها. وارتباطاً بموضوع المياه، نقدر الاهتمام الذي توليه المنظمة للبرامج الخاصة بمعالجة آثار التغيرات المناخية. ومن ناحية أخرى، وبذات المنطق، فإن تراجع اليونسكو عن الاهتمام ببرامج الطاقة البديلة والمتجددة أضحى أمراً غير مبرر. ولذا توصي مصر بشدة بضرورة إعادة النظر

في هذا التوجه وإيلاء برامج الطاقة البديلة والمتجددة الأهمية التي تستأهلها خاصة بالنسبة لأفريقيا التي تواجه عجزاً شديداً في الطاقة.

٤.٨ وفيما يخص العلوم الاجتماعية، فإننا نتطلع بشدة إلى قيام اليونسكو بترجمة الأولويات الخاصة بالمرأة والشباب إلى برامج ذات مغزى ومضمون حقيقي على الأرض، وضرورة عدم اختزال مفهوم الحوار بين الثقافات ليركز فقط على التحولات الاجتماعية في الدول

٤.٩ وفي مجال برامج الثقافة، فإننا نشيد بوجه عام بأداء المنظمة في هذا المجال، ونؤيد جهود اليونسكو الهادفة إلى الربط بين الثقافة والتنمية، كما ندعو إلى إيلاء مزيد من الاهتمام لتفعيل الاتفاقية بشأن التدابير الواجب اتخاذها لحظر ومنع استيراد وتصدير ونقل ملكية الممتلكات الثقافية بطرق غير مشروعة (١٩٧٠)

٤.١٠ وفيما يتعلق ببرنامج الاتصال والمعلومات، وانطلاقاً من الإنجازات التي حققها هذا القطاع والخبرات المتراكمة في مجال عمله، فإننا نؤمن بشدة بضرورة البناء على ما حققه هذا القطاع من إنجازات والعمل على تطوير أدائه وتعزيز دوره وليس إفراغه من مضمونه والحد من نطاق عمله بشكل ملموس. وبهذه المناسبة، نؤكد على دعم مصر لجهود المنظمة في مجال "حرية التعبير" بكافة الوسائل ونتمسك بأهمية الممارسة المسؤولة لهذه الحرية في إطار القواعد الدولية المعترف بها، بما ذلك العهد الدولي الخاص بالحقوق المدنية والسياسية.

٤.١١ وأخيراً وليس آخراً، فيما يتعلق بأولوية أفريقيا، فإننا نقدر ما تبذله المديرية العامة من جهود لإيلاء برامج أفريقيا الأهمية ووضعها موضع التنفيذ وتنسق معها على أنه حان الوقت لنقل هذه الأولوية من عالم "الشعارات" إلى نطاق التطبيق

٤.١٢ السيدة الرئيسة، إن حماية المقدسات ومواقع التراث الثقافي والمؤسسات التعليمية الموجودة بالأراضي العربية المحتلة، بما في ذلك مدينة القدس، شأنها شأن المقدسات ومواقع التراث والمؤسسات التعليمية في العالم أجمع، تقع في صميم مسؤوليات واختصاصات اليونسكو. كما أن متابعة تنفيذ جميع القرارات الصادرة عن المنظمة وهيئاتها الحاكمة هي من صميم اختصاص هذا المجلس، وعليه فإننا نقدر ونشكر الجهود التي بذلتها سيادتكم والمديرية العامة خلال الأسابيع الماضية وحتى الآن نحو اتخاذ خطوات جادة على هذا الصعيد. ومن هنا نرجو أن نضطلع جميعاً، كل بحسب اختصاصه، بمسؤولياتنا. كما نؤكد استعدادنا للتواصل والتعاون مع الجميع وشكراً لسيادتكم.

(4.1) **Mr Amr (Egypt) in extenso**
(translation from the Arabic):

Madam Chair of the Executive Board, Madam President of the General Conference, Madam Director-General, Excellencies, ladies and gentlemen, following the report given by the Director-General at the opening meeting this morning, let me begin by thanking her for her hard work, which has helped to preserve this Organization's standing as an international institution that expresses humanity's thoughts and conscience. We share the Director-General's opinions and ideas on the Organization's future in a world so full of opportunities and challenges, which compel us to work together to find common ground and adopt clear plans and programmes to achieve sustainable development, promote cooperation and coexistence, and foster a culture of peace worldwide.

(4.2) As Egypt continues to build the pillars of a democracy made possible by the positive transformation currently under way, its belief in UNESCO's noble mission and role is strengthened. The Director-General's important visit to Egypt last month reflected the firm bond between UNESCO and

Egypt. This visit was also an opportunity for the Director-General to see at first hand the work that has been done in the country and Egypt's ambitious plans to achieve development and justice. The Director-General has declared her full support for the Egyptian Government, and the Organization has stepped up its efforts to effectively provide Egypt with the necessary expertise to enable it to implement its plans for development in UNESCO's fields of competence.

(4.3) Madam Chair, any person dealing with UNESCO's current situation cannot but appreciate that the Organization is at a decisive turning point. The vast majority of peoples see this Organization as that which is best able to provide the necessary assistance and expertise in its fields of competence, and to create and implement policies that will serve the interests of future generations, but now more than ever, its hands are tied by a lack of available financial resources, which has recently had a stark impact on its ability to carry out its noble mission.

(4.4) We have examined the Draft Medium-Term Strategy for 2014-2021 and the Draft Programme and Budget for 2015-2017, and would like to record, on this occasion, our thanks and appreciation to the Director-General and the Secretariat for the hard work that they have put into developing the two drafts, and for the ideas that they have put forward to make the Organization more effective in its role. We are certain that this session will see intense discussions, which we hope the Secretariat will take into due consideration when preparing the final draft of these two documents.

(4.5) At this point, we would also like state that the opinions we express on this matter should not be interpreted as a stubborn determination to preserve and prolong the status quo, but rather as evidence of our belief that the administrative structure of the Organization must be linked to the programmes that are entrusted to the various sectors to implement, in order to improve performance and efficiency. We believe that development and renewal are a part of life, and as such should be reflected in this Organization, albeit in a way which improves its efficiency and performance and makes the most of its expertise. We hope that the participation in and contribution to the implementation of UNESCO's various programmes of all non-governmental partners will be strengthened, especially civil society organizations, since they are the closest to the beneficiaries on the ground and the best placed to gauge their actual needs in order to achieve development for them.

(4.6) In the field of education, we welcome programmes that promote education for peace, human rights and sustainable development, and commend the efforts exerted by the Director-General with the United Nations on the Global Education First Initiative, and hope that this initiative will not detract from UNESCO's leading role in the field of education. Egypt is looking forward to greater attention being devoted to literacy programmes, the programme to address dropping out from education and continuing education, to providing young people with vocational training adapted to the requirements of the labour market, and to developing rules for education governance, especially higher education. In addition,

we would like to hear the Secretariat's views and plans concerning the post-2015 future of the education for all (EFA) programme.

(4.7) In the field of natural sciences, given that water is a cornerstone of sustainable development, we support UNESCO's focus on water and related issues, and its endeavours to turn water into a source of cooperation between States, not grounds for disputes or conflict. On a water-related topic, we commend the Organization's work on programmes to mitigate the effects of climate change. UNESCO's flagging interest in alternative and renewable energy programmes, however, is unjustified. Egypt therefore strongly recommends that this trend be reviewed and that alternative and renewable energy programmes be accorded the attention they deserve, particularly in the case of Africa, which is faced with a severe energy deficit.

(4.8) In the area of social and human sciences, we are very keen that UNESCO should translate its priorities for women and young people into programmes that have a real, meaningful impact on the ground, and that the concept of intercultural dialogue should not be focused solely on social transformations within countries.

(4.9) As regards the culture programme, we would like to commend the Organization on its performance in this field in general. We support UNESCO's work on the link between culture and development, and call on it to do more to emphasize the Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property.

(4.10) As regards the communication and information programme, based on the achievements made by the sector and the expertise accumulated in its field of competence, we strongly believe that the sector needs to build on its past success, improve its performance and reinforce its role, rather than it being emptied of its substance and having the scope of its work significantly reduced. In this connection, we would like to reaffirm Egypt's support for the Organization's work on all forms of freedom of expression, and emphasize the importance of putting freedom of expression into practice responsibly, in accordance with internationally recognized standards, including the International Covenant on Civil and Political Rights.

(4.11) Last but not least, as regards Priority Africa, while we value the Director-General's efforts to prioritize and implement Africa-related programmes, we agree with her that it is high time to turn this priority from words into actions.

(4.12) Madam Chair, the protection of holy sites, cultural heritage sites and educational institutions in the occupied Arab territories, including Jerusalem, is no different from the protection of holy sites, cultural heritage sites and educational institutions in the rest of the world; it lies at the heart of UNESCO's responsibilities and fields of competence. Moreover, monitoring the implementation of all decisions adopted by the Organization's governing bodies is a core element of this Board's work. We therefore deeply value the efforts that you together with the Director-General have exerted over the past few weeks to make serious progress on this matter. We

hope that we may all focus on our own responsibilities, each in our own field of competence, and we reaffirm our willingness to communicate and cooperate with everyone. Thank you.

5.1 **Sr. Pozo** (Ecuador) *in extenso*:

Señora Presidenta, señora Directora General: la Conferencia General, señora Directora General: el Ecuador comparte la necesidad de reformar la UNESCO para que cumpla de mejor manera lo que los Estados Miembros de ella esperan. La actual crisis político-financiera podría acelerar tales reformas, pero en modo alguno debería impulsarnos a tomar decisiones no suficientemente sopesadas y evaluadas. Los necesarios cambios deben sustentarse en primer lugar en las líneas ya debatidas y acordadas por los Estados, como corresponde a una organización intergubernamental como es la UNESCO.

5.2 Resulta no solo necesario, sino indispensable, que se lleven adelante consultas formales con los Estados y que se haga con tiempo suficiente para obtener de todos sus posiciones nacionales, debatidas en el seno de las instituciones estatales. Corresponde luego a la UNESCO aplicar de modo claro la voluntad de los Estados y poner en práctica lo que se acuerde. Es indispensable recordar que, en lo que concierne a los objetivos globales y a los grandes programas, existe una decisión cuya adopción por el Consejo Ejecutivo en su reunión anterior y fue el fruto de un arduo proceso: me refiero a la 190 EX/Decisión 19, en la que se pidió a la Directora General que en los objetivos globales por ella presentados se recogieran expresamente la inclusión social, los desafíos éticos y sociales y la comunicación y la información. En dicha decisión se reafirmó además la pertinencia de los cinco grandes programas, es decir, educación, ciencias exactas y naturales, ciencias sociales y humanas, cultura y comunicación e información.

5.3 Manifestamos nuestro apoyo a todos los programas existentes, y de manera especial al Gran Programa de Ciencias Sociales y Humanas, por lo que vemos con mucha preocupación algunas formulaciones presentadas de manera no clara en los documentos 37 C/4 y 37 C/5. Hay que tener presente y aplicar lo determinado por el Consejo Intergubernamental del Programa MOST en cuanto a prioridades que vayan en la línea de los objetivos globales y estratégicos de nuestra Organización. La denominada nota conceptual relativa a la propuesta de creación de un Centro de transformaciones sociales y diálogo intercultural fue recibida por mi delegación apenas el viernes pasado. La breve nota no ha despejado nuestras preocupaciones sobre la iniciativa. Es fundamental tener en cuenta que se trata de un asunto complejo, que requiere un análisis detallado por parte de varias entidades nacionales. Cuando se trate el punto en esta reunión del Consejo haremos, por lo dicho, únicamente comentarios iniciales. Estimamos que el tema requiere consultas y debates que podrían no agotarse hasta la próxima reunión de la Conferencia General. Es fundamental tener en cuenta, en esta materia, que el Consejo Intergubernamental del Programa MOST hizo un pronunciamiento en el sentido de que no se deben concentrar en la Sede los recursos materiales, humanos y de gestión, lo que parecería programarse con la creación del Centro. La UNESCO será más eficiente y visible cuando actúe con mayor intensidad en el terreno. Nos preocupa una posible mutilación del Sector de Ciencias Sociales y Humanas. No vemos la lógica ni los beneficios de querer combinar los temas de inclusión social con los de diálogo cultural,

ambos extremadamente importantes a nuestro juicio y sobre los que la UNESCO debe trabajar con ahínco. Se trata de dos áreas distintas, que deben abordarse a través de mecanismos diferentes.

5.4 Señora Presidenta: al igual que los demás países de nuestra región, el Ecuador concede mucha importancia al Sector de Educación y manifiesta su apoyo a una gestión de responsabilidad compartida en el campo de los institutos de educación. No vemos adecuada la proposición de repartir las asignaciones financieras únicamente en función de los resultados, pues ello deja de lado la consideración de las necesidades regionales o estatales. Es indispensable que la UNESCO desempeñe su papel conforme a las prioridades regionales y globales, respondiendo al llamado de los Estados.

5.5 En materia de funcionamiento de las oficinas fuera de la Sede, saludamos la decisión de la Directora General de convocar un concurso abierto para cubrir la vacante de Jefe de la Oficina en Quito, con jurisdicción también en otros países. Pedimos a la UNESCO que lleve adelante ese proceso con la mayor celeridad para cubrir ese puesto con la urgencia del caso, pues la oficina lleva acéfala más de un año.

5.6 La UNESCO ha dado pasos importantes en los últimos años para fortalecer su papel en el área del tráfico de bienes culturales, de manera particular los arqueológicos, pasos que apreciamos. El expolio de nuestros bienes arqueológicos crece de año en año. El tráfico internacional de piezas mueve enormes cantidades de recursos, con los que se logra, entre otras cosas, dar visos de legalidad a las transacciones. En cuarenta años los Estados Partes en la Convención pertinente solo nos reunimos una vez. En 2011 tuvo lugar la segunda reunión, y en julio venidero se celebrará una tercera, en la que se elegirán los miembros del órgano subsidiario que deberá presentar iniciativas imaginativas para fortalecer la lucha contra este fenómeno. El Ecuador, fiel a sus principios de defensa de su heredad cultural, que es inalienable, seguirá trabajando de modo activo para fortalecer la cooperación internacional en este fundamental campo.

5.7 Señora Presidenta: hace dos meses seis países latinoamericanos presentamos al Centro del Patrimonio Mundial el expediente de candidatura del *Qhapaq Ñan, Camino Principal Andino*, para su inscripción en la Lista del Patrimonio Mundial. El documento es el resultado de diez años de trabajo tesonero de numerosos expertos de nuestros países, asistidos con profesionalismo que debemos subrayar, por el Centro del Patrimonio Mundial. Constituye ese expediente quizás uno de los más completos y profundos estudios de la ruta y de la infinidad de valores culturales milenarios que la componen.

5.8 Señora Presidenta: queremos resaltar el trabajo desarrollado en años pasados por el Sector de Cultura de la UNESCO en un proyecto denominado Gestión del Conocimiento para los Programas Conjuntos de Cultura y Desarrollo, que concluyó con resultados muy positivos. En lo que concierne al Ecuador, colaboraron con el proyecto varias instituciones públicas, convencidas de la importancia de este tipo de iniciativas, que constituyen valiosas herramientas en el momento de planificar y poner en práctica políticas públicas. Gracias, señora Presidenta.

(5.1) **Mr Pozo** (Ecuador) *in extenso*
(translation from the Spanish):

Madam Chair, Madam President of the General Conference, Madam Director-General, Ecuador agrees that UNESCO must be reformed so

that it will be better able to meet the expectations of its Member States. While the current political and financial crisis could help to spur on such reforms, it could also lead us to take decisions before they have been sufficiently considered and evaluated. The necessary changes must be based on policy lines that have already been debated and agreed by the Member States, as is appropriate for an intergovernmental organization such as UNESCO.

(5.2) It is therefore not only necessary but vital to continue formal consultations of Member States, leaving enough time to incorporate each country's point of view as discussed by its State institutions. UNESCO would then act clearly according to the will of States and should implement that to which they have agreed. As to the overarching objectives and major programmes, it is essential to keep in mind that, after difficult discussions at its last session, the Executive Board adopted 190 EX/Decision 19, in which the Director-General was requested to reflect expressly in the overarching objectives social inclusion, ethical and social challenges and communication and information. This decision also stressed the importance of the five major programmes of education, natural sciences, social and human sciences, culture and communication and information.

(5.3) We support all of the existing programmes, in particular the Major Programme on Social and Human Sciences, and so some of the unclear wording used in documents 37 C/4 and 37 C/5 gives us cause for great concern. We must keep in mind and implement priorities that reflect the overarching and strategic objectives of our Organization, the Intergovernmental Council of the MOST Programme. The concept note on the proposed establishment of a centre for social transformations and intercultural dialogue was only received by my delegation last Friday. This brief note did not dispel our concerns over this initiative. It must be recognized that this is a complex matter requiring detailed analysis by several national bodies. For these reasons, when this matter is discussed at this session of the Board, we shall make only opening remarks. In our view, this topic requires consultations and debates which may not be over by the next session of the General Conference. It must be noted in that regard that the Intergovernmental Council of the MOST Programme declared that material, human and management resources should not be concentrated at Headquarters, which would appear to be consistent with the establishment of the Centre. UNESCO will be much more efficient and visible if it dedicates more energy to field activities. We are concerned about the possible mutilation of the Social and Human Sciences Sector. We can see neither the logic nor the benefit of combining the themes of social inclusion and cultural dialogue, both of which we consider to be extremely important topics on which UNESCO should work unstintingly. These are two distinct areas that require different mechanisms.

(5.4) Madam Chair, like the other countries in our region, Ecuador considers the Education Sector to be very important and is in favour of shared management responsibility for educational institutions. We consider that the proposal to allocate financial resources purely on the basis of results is inappropriate because it fails to take account of regional or national requirements. UNESCO must perform its role on the basis of the

regional and global priorities called for by Member States.

(5.5) In regard to the operation of field offices, we welcome the Director-General's decision to hold an open competition to fill the vacancy of Head of the Quito cluster office. We request UNESCO to expedite the recruitment process in order to fill the post as a matter of urgency, as there has been no head of office for more than one year.

(5.6) We appreciate the significant steps taken by UNESCO in the last few years to reinforce its role in combating trafficking in cultural property, in particular architectural property. More and more of our archaeological property is being plundered each year. International trafficking in these items involves moving enormous quantities of resources which are used, among other things, to give transactions a veneer of legality. In 40 years, the States Parties to the Convention in question met only once. The second meeting was held in 2011 and a third is scheduled for July 2013 when members will be elected to the subsidiary organ that will be in charge of proposing imaginative initiatives to strengthen action against trafficking. Ecuador, true to its principles of defending its inalienable cultural heritage, will continue to work actively to strengthen international cooperation in this crucial area.

(5.7) Madam Chair, two months ago, six Latin American countries submitted the nomination file for *Qhapaq Ñan* (the Main Andean Road) to the UNESCO World Heritage Centre for inclusion in the World Heritage List. This document is the product of ten years of hard work by numerous experts from our countries, with professional assistance, we must add, from the World Heritage Centre. This file may be one of the most comprehensive and in-depth studies ever conducted of the route and its countless ancient cultural treasures.

(5.8) Madam Chair, we should like to highlight the work accomplished by the Culture Sector of UNESCO in the last few years on the now-terminated knowledge management project for the MDG-F Culture and Development Joint Programmes, which has yielded very positive results. Various Ecuadorian public institutions collaborated in the implementation of this project and were convinced of the importance of such initiatives as invaluable tools for planning and implementing policy. Thank you, Madam Chair.

6.1 **Mr Killion** (United States of America)
in extenso:

Madam Chair, Madam Director-General, Excellencies, colleagues, friends, UNESCO is an organization founded on hope – hope of a better world, hope that we can overcome conflict, hope that we can move forward together. At the last Executive Board, thanks to the Russian Ambassador, and with support from the United States and many other countries, this Organization took a very hopeful step forward to reject politicization of cultural issues in the Middle East in favour of a much more constructive approach. The Director-General continues to consult with the concerned parties on this issue, and we remain extremely hopeful that we can find a solution before the end of this Board that will represent a major breakthrough against all odds.

6.2 Speaking of a way forward, I wanted to share our thoughts on UNESCO's future. There is much talk these

days about how the world is moving towards a more open and inclusive model, in which civil society, business and ordinary citizens have a greater role to play. Nation states are – and will continue to be – critically important actors, but they cannot succeed alone. They must work with civil society and the private sector if they hope to build stable, prosperous and free societies. As former Secretary of State Hillary Clinton once said, what we need in this new world is “*multi-partner diplomacy*”. We believe that UNESCO – an Organization created in the 20th century in response to the travails of the day – is extremely well adapted to these 21st century challenges and opportunities. UNESCO, alone in the international system, benefits from a global network of National Commissions that ensure non-governmental organizations are associated with our work. Because of this, UNESCO takes an open and inclusive approach to problem solving.

6.3 My government was very pleased with UNESCO's leadership in hosting the first 10-year review meeting of the World Summit on the Information Society (WSIS). This meeting brought together not just governments, but stakeholders from every domain to discuss Internet freedom and governance. I am pleased to say that several American companies, including Google, Verizon and the Walt Disney Company, helped fund this event. Also, with the support of the United States-based Hewlett Foundation, UNESCO also held the first World Open Educational Resources Congress, where government and non-government experts discussed groundbreaking ways to expand access to education.

6.4 We are always pleased to see UNESCO come together to support courageous individuals who speak out for their rights. I was so honoured to stand with everyone here in support of brave young Malala of Pakistan – and many other Malalas like her – to insist on the right of girls and women to an education. The United States urges UNESCO to continue making girls' education a priority. We are proud to have funded UNESCO's *Better Life, Better Future* report on the value of dedicating resources to this effort. With United States support, this report will be re-published this year in several additional languages, including Arabic, Burmese, Chinese, Indonesian, Pashtu, Spanish and Urdu. UNESCO continues to partner with the private sector in innovative ways on this issue. In December, the Procter & Gamble Company committed \$2.4 million to an expanded partnership for girls' and women's education. My delegation is heartened, too, by the important work UNESCO is doing to fight racism and bullying in schools, drawing on extrabudgetary support from the United States and Brazil. We must ensure that every child can go to school without fear, and be respected for his or her own unique talents and dreams.

6.5 Another area where UNESCO shines is its innovation in science. With the support of the United States Geological Survey and others scientists from around the world, UNESCO is harnessing new technologies to find major new sources of water where it is so scarce. Meanwhile, our National Oceanic and Atmospheric Administration continues to work with UNESCO to save lives by improving disaster warning systems and response.

6.6 Through UNESCO, Member States are finding ways to harness culture in the service of peace. Let me salute our dear friends, our Turkish colleagues for hosting UNESCO's second International Jazz Day. I know UNESCO Goodwill Ambassador Herbie Hancock looks forward to be-bopping his way through Istanbul! Speaking

of hosts, we congratulate our Costa Rican friends for welcoming World Press Freedom Day to their shores this year. The United States was so honoured to host this event in 2011 in Washington D.C., and we look forward to participating in San José. UNESCO must continue to speak out for press freedom and the protection of journalists, these courageous people who keep us honest and informed.

6.7 We support UNESCO's work to combat the intolerance and extremism that has led to the destruction of the ancient markets of Aleppo, the Sufi shrines of Libya, and the mausoleums and manuscripts of Timbuktu. We thank the Director-General for her leadership in responding to the destruction of these historic sites. The attacks on Mali's heritage shocked us all, and we were glad to see the Director-General take decisive action in response. This kind of leadership is exactly why the United States supports her re-election to a second term.

6.8 As we see it, UNESCO is well on its way towards reshaping itself for the 21st century, building on the openness and inclusiveness that is part of its DNA. Yes, more reforms are needed to meet future challenges and to improve transparency and effectiveness. The Director-General has already taken many key steps, involving financial disclosure, whistleblower protection, improved management systems, and massive reduction in costs. Still more can and should be done. As far as the proposed structural reforms are concerned, we cannot support anything that is not well thought out and designed to improve operational effectiveness. We strongly encourage the Board to preserve the Organization's existing centres of expertise – particularly in the exceptional Communication and Information Sector (CI) – to serve as expert advisers to other Sectors as they integrate new communications technology into their work. In order to retain this dynamic, and the vitality it brings to this Organization, we hope to see the CI Sector kept intact.

6.9 As we discuss the future and draft documents 37 C/4 and 37 C/5, I know many of you are wondering about finances. My administration continues to work with our congress to resolve this issue so that we can meet our commitments to UNESCO. Of course, I had passionately hoped to be able to report at this Board that this was solved, but unfortunately that is not yet the case. However, we will not give up. On April 10, President Obama delivered his budget request to the Congress. His budget includes a formal request for a waiver of the suspension of United States funding to UNESCO. It also includes funding for this year and for previous years. We will continue to push our rock up the hill until we reach the top, because we agree the current situation is not sustainable. Meanwhile, we pledge to continue to engage as a full member of UNESCO by finding creative ways to support its work. Thank you very much.

7.1 **Mr Suwanpitak** (Thailand) *in extenso*:

Madam Chair, Madam Director-General, distinguished Executive Board Members, ladies and gentlemen, I would like to take this opportunity to congratulate UNESCO on the Director-General's report providing the status of its five major programmes (document 36 C/5). We would also like to thank UNESCO for the Draft Medium-Term Strategy (37 C/4) and the Draft Programme and Budget (37 C/5). These documents will enable us to follow the strategic direction of UNESCO at a time of complex and rapid change.

7.2 Thailand strongly supports UNESCO's role as a specialized agency of the United Nations, mandated to

promote equity and social inclusion, to improve the quality of education and learning, and to promote a holistic approach to development. We believe that equitable and inclusive access to quality learning should be ensured for all children, adolescents and adults at all levels of education according to country contexts and priorities. Accordingly, Thailand's education policy and strategic plan have been formulated and implemented so that the building of knowledge, values and social skills and the promotion of lifelong learning are among the key strategies for creating a more cooperative and peaceful society. Thus, in 2013, approximately four hundred and ninety-three thousand million baht or about 20.6 % of the national budget is allocated to education in Thailand.

7.3 I would like to share with you Thailand's efforts and experiences in building and developing our people, especially through the promotion of education and skills training. The focus will be placed on programmes and projects aimed at achieving the education for all (EFA) goals. The Ministry of Education has carried out several major education projects, with great support from UNESCO and others, as follows. Firstly, the One Tablet PC per Child project was launched in Thailand last year to improve the accessibility and quality of education. The Government has introduced tablet PCs into every classroom in basic education schools to supplement teaching and learning in major subjects such as English, science and mathematics, and to promote self-learning and equal access to learning materials. Last year, the Ministry of Education distributed tablets to all 850,000 Grade 1 students. And in this academic year of 2013, more than 1.6 million tablets will be provided to all Grade 1 and Grade 7 students in all schools. Second, curriculum reform. Formerly, Thai students spent too many hours in rote learning in the classroom rather than learning how to think and apply their knowledge. Study hours will be reduced from 1,200 hours to not more than 800 hours per academic year so that students will have more time to learn other skills through extra-curricular activities which will better equip them for livelihoods and modern skills in society. Third, the development of community learning centres (CLCs) and "smart book homes". The Ministry of Education has made a great effort to develop community learning centres to become lifelong learning centres for local villages, to promote Thai literacy skills for highland people, to upgrade occupational skills for the unskilled labour force and to provide basic equivalency programmes for the out-of-school population. At present, there are over 7,500 CLCs throughout the country. In addition, the Ministry of Education also established the "smart book home" as a pilot project for local villages, providing daily newspapers and magazines. This year about 40,000 houses will be provided with these reading materials. Lastly, the increased number of vocational education students. The Ministry of Education also has a long-term strategy to develop the economy towards more high technology and creative industries, so that graduates from vocational colleges will be equipped with excellent practical and technical skills. We aim to link education to the world of work. However, at present, the majority of Thai students in basic education are in the general education stream, and only 40% in vocational education and training. We would like to shift the balance of these two streams to 50:50 in the future.

7.4 Apart from these programmes and projects, Thailand also supports UNESCO's programmes under the Sciences and Social Sciences, Culture and Communication and Information. In this regard, we would like to express our appreciation of the Director-General's

proposal to maintain five major programmes in document 37 C/5. Madam Chair, once again, I would like to express my grateful thanks for this opportunity to share Thailand's experience and our practices for development, particularly in education. Thank you very much.

8.1 Mr Mathooko (Kenya) in extenso:

Madam Chair, Director-General, President of the General Conference, Excellencies, ladies and gentlemen, the 21st century presents us with new opportunities and challenges, which require UNESCO's active engagement through its fields of competence. To this end, Kenya welcomes the progress towards the roadmap targets and commends the Director-General for the reform measures undertaken so far, including the field reform in Africa. Kenya sees many of the proposals in the Draft C/4 and C/5 documents as reform-oriented and aimed at making UNESCO more effective and efficient. We welcome the more focused, and fewer, overarching and strategic objectives, which should benefit from an inter-disciplinary and intersectoral approach in their implementation. We also applaud the efforts by the Director-General to allocate more resources to the programmes in document 37 C/5 as compared with document 36 C/5.

8.2 Madam Chair, after 20 years of Priority Africa and an evaluation that highlighted the challenges facing its implementation, expectations are high with regard to the proposed flagship programmes. These flagship programmes should be supported by adequate human and financial resources. Some of the benchmarks and expected results should be improved to make them more impact-oriented. Kenya is of the opinion that the Operational Strategy on Priority Africa should be revised to clearly elaborate the roles and linkages of the stakeholders. Furthermore, we seek clarification on the proposal to have field offices in Africa report on programme implementation to the Africa Department. Will this not increase bureaucracy, lessen efficiency and potentially augment duplication with the programme sectors?

8.3 On priority gender equality, UNESCO should concentrate on those areas where it has a comparative advantage. Kenya looks forward to the priority gender equality action plan.

8.4 Madam Chair, on education, we note with keen interest UNESCO's involvement in a number of initiatives linked to the post-2015 agenda. Despite their importance, we urge UNESCO to put its weight behind the "last push" to achieve the EFA goals, in which it is the lead agency. The Education First initiative should therefore strongly complement UNESCO's efforts in the area of EFA. Kenya also gives much importance to technical and vocational education and training (TVET), particularly through its TVET Centres that reach out-of-school youth, providing an alternative channel to the mainstream education systems. As it revises its TVET strategy, UNESCO should make it more relevant to current labour market needs.

8.5 Ladies and gentlemen, Kenya supports the priority given to youth. However, we underscore our concern with the low implementation rate of the UNESCO Strategy on African Youth. We further call on the Director-General to evaluate the implementation of the UNESCO Strategy on African Youth so as to build on its achievements and identify the gaps that should be addressed by the Operational Strategy on Youth in the Africa region.

8.6 Kenya welcomes the emphasis placed on the Management of Social Transformations (MOST) Programme and its contribution to social inclusion and transformation. We thank the Director-General for the information on the proposed Centre for Social Transformations and Intercultural Dialogue and look forward to more in-depth discussions on the role and connections of the MOST Programme *vis-à-vis* the proposed centre.

8.7 UNESCO's work in bioethics has experienced enormous challenges. Kenya requests unwavering support for the UNITWIN/UNESCO Chairs programme, which accommodates the UNESCO Chairs in Bioethics and other networks.

8.8 Ladies and gentlemen, the normative framework in the Culture Sector faces challenges that go beyond funding difficulties. Kenya is of the view that there should be improved working methods for statutory meetings in order to focus the regular programme budget on capacity development and policy advice.

8.9 Science, technology and innovation are key components of sustainable growth and development of many societies. In this regard, Kenya supports UNESCO's work in providing policy advice in Member States. With its more than 600 Biosphere Reserves, the Man and the Biosphere (MAB) Programme should be supported to make its contribution towards sustainable development objectives. UNESCO should also continue supporting Member States set up geoparks, which promote local sustainable development. Kenya welcomes the strategic focus on the International Hydrological Programme (IHP) and its thematic approach to Water Security. To this end, Kenya will ensure that the UNESCO category 2 Regional Centre on Groundwater Resources Education, Training and Research contributes to the IHP Strategic Objectives.

8.10 Madam Chair, Kenya welcomes UNESCO's efforts for the development of open education resources (OER) policies in line with the 2012 Paris OER Declaration. We encourage UNESCO to foster the exchange of good practices amongst Member States.

8.11 Finally, ladies and gentlemen, the UNESCO Intergovernmental Oceanographic Commission (IOC) Sub-Commission for Africa and Adjacent Island States has an important role to play in providing policy advice and fostering the exchange of good practices. In this regard, Kenya is supporting the Sub-Commission by seconding an expert to support its activities. We urge the Director-General to continue supporting the Commission's activities. Thank you for your attention.

9.1 Ms Plassnik (Austria) in extenso:

Madam Chair, Madam Director-General, dear colleagues, Austria would first like to align herself with the statement made by the distinguished representative of Denmark on behalf of the European Union.

9.2 Madam Director-General, I would like to express Austria's sincere appreciation for your strong commitment to improve UNESCO's effectiveness. Bringing UNESCO into shape for the future, though, is a shared responsibility of all stakeholders – foremost us, the Member States – aiming at a focused programme and budget with clear-cut priorities and tangible results.

9.3 While the new strategy and programme will serve as the charter for our future work, it will remain relevant as we further build up structural capacities to enable UNESCO to adapt flexibly to a constantly and rapidly

changing environment. Consequently, and in order to improve strategic coherence and efficient delivery in UNESCO as a whole, it is paramount to systematically monitor and review both the management and the sustainability of international centres and intergovernmental programmes. In this respect, UNESCO must also think and act even more in terms of mandate-driven networks and partnerships in accordance with actual priorities, and have a convincing communication plan. The fundamental benchmark for UNESCO's success, however, is its impact on the strengthening of justice, human rights and dignity, which stands at the core of its mission and forms the golden thread running through all its activities.

(The speaker continued in French)

9.4 L'UNESCO doit donc continuer de jouer un rôle de chef de file dans le domaine des droits de l'homme, en particulier de la liberté d'expression. Le Plan d'action des Nations Unies sur la sécurité des journalistes et la question de l'impunité ainsi que sa mise en œuvre, travail entamé lors de la réunion interinstitutions de Vienne en novembre dernier et dont le résultat a été publié en mars 2013, peuvent servir de référence pour la promotion de la liberté d'expression dans le nouveau C/5. Soyez assurée, Madame la Directrice générale, de notre soutien constant dans votre engagement courageux en faveur de la protection des journalistes, des jeunes victimes des conflits, des élèves et étudiants comme la petite Malala, et de leur droit à l'éducation, ainsi qu'en faveur de la sauvegarde du patrimoine en danger, comme celui du Mali. Espérons d'ailleurs que la protection physique des manuscrits irremplaçables de Tombouctou sera bientôt assurée.

(L'oratrice poursuit en anglais)

9.5 Freedom of expression, quality education for all as well as universal access to information and its preservation in the digital age are closely interlinked issues. They are key to eliminating inequality and eradicating poverty. Together with culture and cultural heritage they form the basis for sustainable social as well as economic development. UNESCO, with its acknowledged expertise in education as a cross-cutting theme underpinning knowledge-based societies, culture and dialogue, should therefore reinforce its lead in the global education agenda in the post-2015 framework. The United Nations Secretary-General's Education First initiative, which UNESCO is steering, offers an opportunity in this respect, as it is focused on equal rights and access to quality education that imparts the values of human rights, tolerance and global citizenship. Education is the most effective tool UNESCO has to hand to build bridges between lifestyles and cultures.

9.6 UNESCO's important role in intercultural dialogue was just recently endorsed in the Vienna Declaration adopted at the Fifth United Nations Alliance of Civilizations Global Forum, which was held in Vienna at the end of February 2013. Its youth event demonstrated the necessity to have young people actively participate in political processes, and the young people impressively demonstrated their potential for overcoming divides and stereotypes. Hence we welcome the idea of the Director-General to strengthen the contribution of the sciences to the field of dialogue, with a special focus on reducing inequalities within and between societies. Let me also draw your attention to the King Abdullah Bin Abdulaziz Centre for Interreligious and Intercultural Dialogue in Vienna, which is ideally suited to complement the above-

mentioned efforts. It is up to us to create the right blend of available resources to enable UNESCO to play a leading role in taking forward its mission, which is high on the global political agenda. Thank you.

10.1 **Mr Kiso** (Japan) *in extenso*:

Madam Chair, Madam Director-General, Madam President of the General Conference, distinguished delegates, ladies and gentlemen, first of all Japan strongly hopes that UNESCO will continue to take a leading role internationally in its fields of competence. In order for UNESCO to achieve concrete and visible results, it needs to focus on the selection and concentration of programmes where it has a comparative advantage, and move forward with reform to create synergies among its major programme sectors. In this regard, I would like to express my appreciation to the Director-General and the Secretariat for their tremendous efforts in preparing the draft C/4 and C/5 documents, including the implementation plan based on the expected cash flow situation.

10.2 I also commend the efforts made by the Secretariat in proceeding with a series of reforms while pursuing cost-saving measures. In particular, we welcome the Director-General's willingness to develop a roadmap for the next biennium, following the implementation of the current one. However, as the Organization will be running a deficit later this year, the Secretariat should keep on working towards further cost reduction, while ensuring accountability to Member States. On the other hand, the current financial difficulties have been an opportunity for us to face and resolve not only temporary financial challenges but also UNESCO's structural problems, such as its excessive dependence on extrabudgetary funds and its governance problem. To tackle these issues, we must have a long-term and far-sighted strategy. Japan is willing to continue its active contribution to the discussion on how to address the problems that beset UNESCO.

10.3 With regard to the draft C/4 and C/5 documents, Japan generally supports the direction proposed by the Director-General. I think, however, that it is imperative for the Secretariat to provide a clear and comprehensive explanation to Member States about the rationale and expected results of the proposed structural reforms, including the discontinuation of the Bureau of Field Coordination (BFC), the scaling down of the Sector for External Relations and Public Information (ERI), and the establishment of a new centre for social transformations and intercultural dialogue.

10.4 Madam Chair, concerning education, I consider that priority should be given to accelerating efforts towards achieving the EFA goals and education-related MDGs, as well as to formulating the post-2015 education agenda, while at the same time clarifying the reasons why the EFA goals are so difficult to achieve. Education is essential for human security, and therefore Japan sees it as one of the most significant issues in the development agenda beyond 2015. Education for sustainable development (ESD) is also an indispensable element in achieving truly sustainable development, thus the role of education for sustainable development should be a key element in the post-2015 agenda. Based on these views, Japan will actively participate in the discussion of the post-2015 world education agenda, and I expect UNESCO will be making great efforts in this direction. Japan has the honour of hosting the UNESCO World Conference on Education for Sustainable Development next year. We will continue to cooperate with UNESCO to make it a

successful event, and strongly hope that as many Member States and other stakeholders as possible will participate in the conference and give it their full support.

10.5 Regarding the sciences, Japan has put forward the idea of “sustainability science”, an integrated approach to sustainable society, which requires contributions from both Natural Sciences and Social and Human Sciences. This approach should be clearly set out in strategic objective 6. We wish to continue to work with UNESCO towards the further crystallization of relevant projects based on the outcomes of the Workshop on “Sustainability Science: A Science-based Approach to Realize the Future We Want for All” held in Malaysia early this month.

10.6 When it comes to the safeguarding and conservation of cultural and natural heritage, Japan co-organized, with UNESCO, the closing event of the celebration of the 40th anniversary of the World Heritage Convention in Kyoto last November. As emphasized in the outcome document, The Kyoto Vision, we expect it to further enhance cooperation and coordination among all stakeholders, including local communities, for heritage conservation.

10.7 Madam Chair, Japan has long emphasized the importance of Africa’s development. In this context, Japan will host the 5th Tokyo International Conference on African Development, TICAD V, in Yokohama this June. Based on the philosophy of African ownership and international partnership, we will continue to work hand in hand with Africa, using Africa’s dynamism to help achieve peace, stability and prosperity on the continent. Japan is willing to cooperate with UNESCO in that process as well.

10.8 Madam Chair, the current financial difficulties provide UNESCO with a great opportunity to push ahead with bold reforms. Japan will spare no effort in providing support and cooperation to bring about a strong UNESCO that can contribute to building a peaceful world and a sustainable society. Now is the time for Member States and the Secretariat to share responsibility through sincere dialogue. Japan will continue to support the reform efforts of the Secretariat through cooperation with other Member States and various partners. Thank you very much for your attention.

11.1 **Mr Sudders** (United Kingdom) *in extenso*:

Madam Chair, Madam Director-General, Madam President of the General Conference, Excellencies and colleagues, at this Board our main job is to look into the future, and in doing so we face many uncertainties. But one thing that is certain is the continuing relevance of UNESCO’s mission. Whether in education, the protection of our shared heritage or the pursuit of global scientific solutions to modern day problems, much of what we do is hugely relevant. Since this Board last met we have seen the Malala event, the launch of a new high-level panel to re-examine the Delors report, and some excellent work on Internet freedoms, to name but a few. And so, while recalling the importance of what we do, we still have some way to go before we are doing it as well as possible. Behind the scenes, UNESCO is rightly modernizing its business practices, and we support all those changes that will allow efficiency and focus. They are bringing us closer to being an organization where performance is acceptable. One day, I hope I will be able to say they are bringing us closer to being an organization where performance is exceptional.

11.2 The External Auditor’s report on the management of UNESCO’s budgetary and financial crisis and the

impact of ongoing reforms has, though, helped me understand one important thing. I have always been puzzled by why, if UNESCO is doing so much on reform, and saving so much money – why can’t we shout about the savings loud and proud? And now I know why: because we don’t know what they are. The External Auditor is very clear about that. He tells us very worrying things about how the reforms are being managed. The External Auditor uses the words “piecemeal”, “incoherent”, “incomplete”, and “lethargic” to describe some aspects. But the saddest thing for me about that audit isn’t those words, it’s the fact that, very clearly, no one can doubt the strength of your will to reform, and no one should question the level of effort. I just can’t help wondering how much clearer we could be and how much more could be achieved if we managed reform better.

11.3 Another external audit that raises alarm is that of the Participation Programme. I salute the improvements ERI has put in place in the management of the programme, but I am absolutely horrified to read of some of the requests for funding. The audit makes clear that a very significant percentage of the money is being sought for equipment, which is inherently unsustainable. When I read the examples of some of the bids which count as equipment: televisions, iPods, fridges, living-room suites, microwaves and hair dryers, I am not just alarmed but disgusted. I am disgusted that any country or National Commission could think that applying for hair dryers is among the top priorities for funding from UNESCO in the current circumstances. How on earth do they sleep at night?

11.4 We know that the financial situation of the Organization is difficult, and we salute the measures taken to date. But let’s be clear: UNESCO is still not living within its means. We plan to spend many millions of dollars more than we earn in this biennium, as a result of the deficit carried forward from 2011. That is regrettable but understandable, and manageable, mainly thanks to the donors to the Emergency Fund – a fund which is now fully spent. By 2014 we will have had over two years to bring our income and outgoings into line, and it is not an emergency any more. The proposed Plan B should match income and expenditure, but it does not. It must. To those who call Plan B “PIPFAR” – I suggest that a more appropriate title for what we have so far is “*PIP NOT FAR Enough*”. We need “*PIP Farther*”. We can’t pay for salaries and programmes with just praise and promise. Hope cannot be our financial management strategy. We have seen what happens to countries and governments that make that mistake.

11.5 One of the reasons the Organization seems to find a Plan B so difficult is the very high cost base. Some describe these as fixed costs, but we reject that notion. We can’t employ staff we can’t afford to pay, to sit around pretending to run programmes for which no activity budget actually exists. It is time to reduce the salary bill UNESCO faces: we must make our workforce more flexible and we must do so in a strategic, systematic, organization-wide manner. I am afraid that serious consideration has to be given to a programme of redundancies, probably including compulsory redundancy if we are again to live within our means. These processes are so slow in a United Nations agency that we must start now, if we are to stand a chance of avoiding trouble in the next biennium. If and when the United States resumes normal contributions we could stop those processes.

11.6 Director-General, when you first took office we said we wanted more visibility, and we've got it. UNESCO is more present in the United Nations system and on the global agenda than it has been for a long time. And we salute that increased visibility. And, knowing that you listen very carefully, my government feels it is time to ask for a change of tack. We have enough visibility; what we now want is credibility. Recent evaluations cause us concern in this regard. The gender evaluations show an organization that is committed and visible. But when it comes to programmes and real expertise, we need to be much more credible. Let me be clear: that does NOT mean more resources in the central unit, it means more effort and expertise in the programme sectors.

11.7 The Africa evaluation showed we are visible and committed, but the results achieved and the proposals in the draft C/5 document are still not credible. The Operational Strategy for Africa has NOT responded to the evaluation recommendations. The programme is not focused. And the flagships proposed are not fully reflected in the work plans of the relevant programme sectors. In fact there are so many of them, one could say that what we have is not flagships but a flag fleet, and unfortunately the fleet does not seem to have crew or fuel. My government believes we have got the balance of effort wrong in this. It cannot be right to spend such a high proportion of the available resources for Africa on a centralized unit whose job is coordination and visibility. That is why I have just tabled a proposal that reduces the Africa Department by more than half, and puts all that money straight into African programmes in the countries. We tabled this because we want Member States to make a clear choice: visibility and coordination, or credibility and activity on the ground. It is time to put our money where our mouth is.

11.8 The governing bodies need to play our part too. We historically ask for far too many papers and reports. The reporting on reform is a very good example – it needs major simplification. Reform needs to be mainstreamed. I call on the Board to bring together the independent external evaluation of UNESCO (IEE) reporting, roadmap and results-based budget reporting, and gather them all into a single document. Similarly, it is time the famous EX/4 document caught up with the world we are living in. I want an EX/4 document that just answers four simple questions: what was the expected result, what was the available resource, what have we achieved, and then, more importantly, what do you want the Board to do about it? That should be relatively simple to do. I want that paper based on brief, coherent, evidence-based analysis. We also need to introduce transparency into the costs of the governing bodies. So I start with a very simple proposal. Instead of just stating on the front of every paper whether it has budgetary implications, let's add how much it cost to produce that paper itself. Let us face the costs of the reports we are asking for and the papers we demand. The crisis affecting UNESCO remains an opportunity to build the foundations of a new, modern, flexible, focused and responsible UNESCO. We must not miss that opportunity. Thank you.

12.1 **Sr. Chacón Carrillo (México) *in extenso*:**

Señora Presidenta del Consejo Ejecutivo, señora Directora General, distinguidos representantes de los Estados Miembros, señoras y señores: México acude a esta reunión del Consejo Ejecutivo para refrendar su compromiso con los altos fines de la UNESCO y reconocer que la Directora General y la Secretaría en su conjunto han logrado impulsar acciones positivas para

nuestra Organización, en particular mediante el diseño y la puesta en práctica de la hoja de ruta ante un panorama financiero muy restrictivo. Acertadamente, dicho documento identificó metas realistas, cuantificables, integrales y medibles en el tiempo a fin de convertir la difícil situación financiera que se enfrenta en oportunidades de mejora que mucha falta hacían, aun sin esa coyuntura. Su aplicación está contribuyendo a concentrar el programa y centrarlo en las prioridades, a innovar y modernizar procesos y a actualizar la cultura laboral y administrativa de la Organización. Es una ruta correcta, que se debe mantener y profundizar. Sin embargo y a pesar de esos esfuerzos, la envergadura de esas circunstancias ha mermado severamente la ejecución de actividades relevantes del programa de la Organización en todos sus sectores, como revelan los informes sobre la ejecución del programa y la situación financiera. Asimismo, ha sido difícil mantener el equilibrio entre las obligaciones estatutarias y las actividades operativas. Es verdad que, además de los méritos de su Secretaría, hasta ahora el mayor éxito de la UNESCO como institución ha sido su capacidad de convocatoria universal: haber logrado guiar e inspirar a miles de organizaciones y millones de personas hacia la consecución de su misión. La misión de la UNESCO vive y se multiplica en numerosos actores, que hacen suyos los valores y las ideas creados para ratificarla. Ya sean gobiernos, instituciones educativas, culturales y científicas, comunidades, organizaciones no gubernamentales o individuos, son miles los que se inspiran en ella. Pero una organización líder no puede quedarse sin sus propias piernas y brazos para ejercer su papel. Y esto debe preocuparnos. México hace un llamado a todos los Estados Miembros para que ratifiquemos nuestro compromiso con la UNESCO mediante la satisfacción de nuestras obligaciones con una institución a la que debemos mucho.

12.2 Señora Presidenta: nuestras reuniones más recientes han sido intensas. Han exigido lo mejor de lo que somos capaces y hemos logrado brindarlo en armonía, y con consenso, en beneficio de todos, con decisiones de gran calado y ante cuestiones específicas que traducen en la práctica la labor de la Organización. No es distinto ahora. Contamos con un proyecto de Estrategia a Plazo Medio bastante satisfactorio, que recoge muchos de los planteamientos que en beneficio de nuestra Organización hemos expuesto en años recientes. Será la primera Estrategia a Plazo Medio con un horizonte de ocho años. Nos congratulamos por la calidad del documento elaborado por la Directora General en aras de una UNESCO mejor definida, más eficiente y más cercana al terreno. Nos complace mucho que la UNESCO preste de nuevo atención a un conjunto de temas educativos muy importantes que solían ser periféricos frente a la agenda de desarrollo definida para el periodo 2000-2015, aun cuando estos temas son una necesidad de los países en desarrollo.

12.3 La Directora General, en su intervención de esta mañana, mencionó la posible creación de un Centro de transformaciones sociales y diálogo intercultural. La idea nos parece constructiva. Queremos participar en su definición para reforzar el Programa de Ciencias Sociales y Humanas de nuestra Organización. Celebramos además la adopción de cláusulas de extinción y umbrales mínimos en el presupuesto de nuevos programas como medidas para evitar la pulverización de la actividad de la UNESCO y recuperar la gobernabilidad de su acción, en beneficio de la pertinencia y la coherencia de su programa. Hay sin embargo una propuesta que merece

una llamada de atención: integrar el Programa Memoria del Mundo en el Sector de Cultura. Coincidimos con la necesidad de fortalecerlo y de incrementar su visibilidad, pues este exitoso programa, que ha cumplido ya veinte años, carece de la notoriedad que merece y que para México es muy importante por los elementos que ha inscrito en los registros internacional, regional y nacional, y por la calidad del trabajo realizado por nuestro Comité Nacional desde su creación en 1996. Sin embargo, hacemos un llamado a no descuidar un aspecto que es esencial para dicho programa. La memoria descansa en soportes que se deterioran. Y su valor esencial no es solo estético o patrimonial, sino que reside también en la información que estos resguardan. Hacerla accesible y difundir su contenido es lo que el Programa Memoria del Mundo procura. Nunca produjo la humanidad tanta información como ahora. La mayor parte de la información contemporánea descansa en soportes digitales, que pese a sus innegables ventajas son los más difíciles de conservar y consultar conforme pasa el tiempo. Hacemos por lo tanto un llamado para que el Programa Memoria del Mundo no pierda este aspecto esencial de su misión en su nueva adscripción, y para que la colaboración estrecha entre los sectores de Cultura y de Comunicación e Información a este respecto sea una práctica cotidiana y constructiva, en el espíritu de la Declaración de Vancouver sobre “La Memoria del Mundo en la era digital”.

12.4 Señora Presidenta: el Gobierno de México desea aprovechar esta oportunidad para agradecer a la Directora General su visita a nuestro país, durante la cual tuvo ocasión de reunirse con nuestro Canciller, nuestro Secretario de Educación Pública, el rector de la Universidad Nacional Autónoma de México y un grupo representativo del sector científico, cultural e intelectual, y también con el Comité Nacional del MOST, creado oficialmente a inicios de este año. Fue muy satisfactorio, durante su visita, escuchar su conferencia sobre la Iniciativa Mundial “La educación ante todo”, que será fundamental en la agenda para el desarrollo después de 2015. Señora Presidenta: que no quepa duda de que la UNESCO cuenta con México. Seguiremos trabajando de manera propositiva, en cooperación con todos los Estados Miembros, para construir su futuro.

(12.1) **Mr Chacón Carrillo (Mexico) in extenso**
(translation from the Spanish):

Madam Chair of the Executive Board, Madam Director-General, distinguished representatives of Member States, Mexico is here at this session of the Executive Board to reaffirm its commitment to UNESCO's noble goals and to acknowledge the positive steps taken by the Director-General and the Secretariat in the interest of our Organization, in particular by drawing up and implementing the roadmap, in view of the restrictive financial outlook. The roadmap rightly contains realistic, quantifiable, comprehensive and time-bound goals set in order to convert the difficult financial situation into an opportunity to make improvements, which were much needed even without the crisis. The implementation of the roadmap is helping to make the programme more focused and centred on the priorities, innovating and modernizing the Organization's processes and updating its working and administrative culture. This is the right course of action and should be continued and further explored. Despite these efforts, however, the severity of these circumstances has seriously undermined the Organization's ability to implement important programme activities in all sectors, as

revealed by reports on programme implementation and on the financial situation. It has therefore been difficult to maintain the balance between statutory obligations and operational activities. It is true that UNESCO's best success as an agency, in addition to the merits of its Secretariat, has to date been its ability to rally everyone together; it has guided and inspired thousands of organizations and millions of people to contribute to the achievement of its tasks. UNESCO's mission lives and grows through the many stakeholders who adopt its founding values and ideas as their own. From governments and educational, cultural and scientific institutions to non-governmental organizations and individuals, thousands of people are inspired by this mission. However, a leading organization cannot perform its role if its very own limbs are removed. This must give us cause for concern. Mexico calls on all Member States to reaffirm our commitment to UNESCO by fulfilling our obligations to an institution to which we owe a great deal.

(12.2) Madam Chair, our recent sessions have been intense. They have demanded our very best endeavours, which we have made in a spirit of harmony, consensus and mutual benefit, when faced with major decisions and specific matters translating the Organization's work into action. And now is no different. We have a rather satisfactory draft medium-term strategy which incorporates many of the proposals that we put forward in recent years to help to the Organization. This will be the first medium-term strategy to span eight years. We are very pleased with the quality of the document drawn up by the Director-General, which aims to define UNESCO more clearly, increase its efficiency and bring it closer to the field. We are also pleased that UNESCO is reconsidering a set of very important educational matters that had previously been sidelined in the development agenda established for 2000-2015, even though they are issues crucial to developing countries.

(12.3) In her address this morning, the Director-General mentioned the possible establishment of a centre for social transformations and intercultural dialogue. We see this as a constructive idea. We should like to contribute to its further development and thus reinforce our Organization's Social and Human Sciences programme. We also welcome the adoption of sunset clauses and minimum thresholds in the budget for new programmes, as measures designed to avoid spreading UNESCO's activity too thinly and improve the governability of its action, thus making its programme more relevant and coherent. The proposal to inclusion of the Memory of the World Programme in the Culture Sector, however, requires closer study. We agree that this successful programme must be strengthened and its profile raised, for it is now 20 years old, lacks the recognition that it deserves, and is very important to Mexico because of its contribution to the regional, national and international Memory of the World Registers and to the quality of the work done by our National Committee since its establishment in 1996. At the same time, we call for an essential component of this programme not to be neglected. Memory is preserved in media that can deteriorate, and its fundamental value is not simply based on aesthetics or heritage, but is also encapsulated in the information that they protect. The Memory of the World Programme attempts to provide and broaden access to such information. Humanity has never

produced as much information as it is producing now. Most contemporary information is in digital formats which, despite their undeniable merits, are the most difficult to preserve and access as time passes. We therefore call for the Memory of the World Programme, when reassigned, to retain this vital aspect of its mission and for the Culture and Communication and Information Sectors to cooperate daily and constructively in accordance with the spirit of the Vancouver Declaration on “The Memory of the World in the Digital Age: Digitization and Preservation”.

(12.4) Madam Chair, the Government of Mexico would like to thank the Director-General for her visit to our country, during which she had the opportunity to meet our Minister of Foreign Affairs, our Secretary of Public Education, the rector of the National Autonomous University of Mexico, a group of representatives from the scientific, cultural and intellectual sectors and our MOST National Committee, which was established officially at the beginning of this year. It was a pleasure to attend the lecture that she gave, during her visit, on the global Education First initiative, which will be crucial to the post-2015 development agenda. Madam Chair, UNESCO can rely on Mexico, without a doubt. We shall continue to work proactively, in cooperation with all Member States, to build its future.

13.1 Mr Lee (Republic of Korea) *in extenso*:

Thank you Madam Chair. I would first like to thank Madam Director-General for her efforts in preparing and presenting the draft 37 C/4 and C/5 documents. The visions for the Organization proposed in the introduction are very clear and ambitious and I believe that this draft will be a meaningful starting point for further discussions. Notably, I would like to highlight UNESCO's reform measures designed to enhance its focus, efficiency and efficacy, such as reducing the number of strategic objectives, streamlining central services and introducing results-based budgeting. However, I note that there is a need to emphasize the linkage between the 37 C/4 and C/5 documents. I would like the ambitious and future-oriented strategies presented in the Draft Medium-Term Strategy to be better reflected in the programmes in the C/5 document. As for the proposed centre for social transformations and intercultural dialogue, I believe that clarification is needed on how the centre can add value to the Organization. I hope these points will be taken into consideration in our joint work on the drafts. Madam Chair, I highly appreciate UNESCO's cost-saving measures and reform efforts over the past years such as the suspension of recruitment, the reduction of administrative costs and the drawing up of a strategic partnership framework for resource mobilization. However, it is of great concern that the current financial difficulties and cash flow problems are likely to continue. I believe that now is the time to prepare an actual “worst-case scenario” and to take even bolder and more decisive reform measures. In doing so, I would ask UNESCO to focus more on its competencies, clarify its strategic priorities and accelerate the restructuring of the Secretariat and staff redeployment in order to maximize the impact of programme delivery with limited resources.

13.2 Let me now briefly touch upon some of the major programmes. On education, I highly value UNESCO's contribution to the global Education First initiative launched by United Nations Secretary-General Mr Ban Ki-moon and the Stand Up for Malala event, supported by

Pakistan, which is now promoting girls' and women's rights to education worldwide. In addition, the three strategic objectives for the Education Sector in document 37 C/4 are very well defined, and I find it pertinent that the strategic focus is shifting toward learners and the quality of education. I also think it is particularly necessary and appropriate to include “empowering global citizenship” as one of the strategic objectives, as it is the third objective of the Education First initiative. In an effort to contribute to this objective, the Republic of Korea, in collaboration with UNESCO, will host a preparatory experts' meeting prior to the ASPnet sixtieth Anniversary International Congress and Networking for Global Citizenship, this August. I hope this meeting will serve as an initial stepping stone in promoting global citizenship issues worldwide. Also, as the lead agency in global education, UNESCO needs to strengthen its role in shaping the future global education agenda beyond 2015. As the host country for the World Education Forum in 2015, the Korean Government will take an active part in developing the post-2015 global education agenda in close cooperation with UNESCO.

13.3 On the natural sciences, I appreciate that UNESCO provides the Secretariat for an international Scientific Advisory Board (SAB). I believe that it will be an opportunity for UNESCO to play a key role in promoting international cooperation in science for sustainable development. In particular, I believe that UNESCO can contribute to issues such as the sustainable use of the oceans and access to freshwater, which were among the main subjects discussed at Rio+20 last year. The management of water resources is one of the most crucial challenges we are facing and it is directly linked to UNESCO's overarching objectives of peace and sustainable development. As the host country for the 7th World Water Forum in 2015, the Republic of Korea would like to encourage UNESCO to lead the global discussions on water-related issues in 2013, this being the “International Year of Water Cooperation”, and share its strategic perspectives and experiences at the next World Water Forum.

13.4 Finally, on culture, my delegation strongly supports UNESCO's efforts to integrate culture into the post-2015 agenda. I hope that the concept of culture for sustainable development can be further refined through the various international meetings and research activities scheduled to be held this year.

13.5 Madam Chair, we are at a critical juncture. We have to overcome the current financial crisis and at the same time we have to build a new set of strategies and plans to increase UNESCO's relevance in a challenging global environment. In this regard, I would like to stress the need for this Organization to have strong leadership and the determination to undertake substantial reforms that can turn this crisis into an opportunity. I would like to assure you of the Republic of Korea's continuing support for the reform efforts. Thank you very much.

14.1 Г-н Нгуен (Вьетнам) *полный текст*:

Уважаемая госпожа Председатель Исполнительного совета ЮНЕСКО Алиссандра Камминс, уважаемая госпожа Генеральный директор ЮНЕСКО Ирина Бокова, уважаемые коллеги, дамы и господа! Прежде всего, позвольте мне от имени членов вьетнамской делегации на 191-й сессии Исполнительного совета ЮНЕСКО выразить госпоже Председателю Исполнительного совета самые наилучшие пожелания. Мы уверены, что под Вашим председательством заседания Исполнительного совета успешно завер-

шатся. Мы также уверены, что под руководством госпожи Генерального директора Ирины Боковой и её помощников ЮНЕСКО продолжит добиваться больших успехов в программе реформ, которая начала осуществляться в минувшие годы.

14.2 Уважаемые дамы и господа, Вьетнам продолжает поддерживать усилия ЮНЕСКО по повышению эффективности деятельности, а также авторитета и роли Организации. Мы считаем, что для развития достигнутых за минувшие годы успехов необходимо продолжить процесс реформ ЮНЕСКО и в следующие годы. Вьетнам считает, что проект Среднесрочной стратегии на 2014-2021 гг. (37 С/4) и проект Программы и бюджета на 2014-2017 гг. (37 С/5), а также консультации национальных комиссий по делам ЮНЕСКО имеют важное значение для содействия разработке повестки дня ООН в области развития на период после 2015 г. и одновременно для повышения авторитета и роли ЮНЕСКО. Вьетнам поддерживает развитие связей ЮНЕСКО с постоянными представительствами и национальными комиссиями по делам ЮНЕСКО государств-членов. Внесенные трехсторонней рабочей группой открытого состава предложения способствуют созданию механизма тесного сотрудничества между Секретариатом ЮНЕСКО, национальными комиссиями по делам ЮНЕСКО и постоянными представительствами государств-членов, а также повышению эффективности деятельности и авторитета Организации в государствах-членах. Вьетнам также приветствует стратегию партнерства по обеспечению разнообразия людских ресурсов и повышению авторитета и роли Организации.

14.3 В области образования Вьетнам приветствует решение ЮНЕСКО уделить приоритетное внимание реализации программы «Образование для всех». В этом духе Вьетнам поддерживает выдвинутую Генеральным секретарем ООН Пан Ги Муном глобальную инициативу «Образование – прежде всего» и решающую роль ЮНЕСКО в реализации данной инициативы. Эта инициатива является важным вкладом в эффективную реализацию целей образования для всех и образования в интересах устойчивого развития. В свою очередь Вьетнам достиг значительных успехов в реализации целей образования для всех (ОДВ) и образования в интересах устойчивого развития (ОУР) и готов поделиться с другими странами своим опытом в этом деле.

14.4 В области культуры «Звание ЮНЕСКО» оказывает положительное влияние на воспитание людей в духе сохранения и развития ценностей наследия. По случаю десятилетия со дня подписания Конвенции об охране нематериального культурного наследия 13 апреля во Вьетнаме состоялась торжественная церемония вручения вьетнамской провинции Футхо свидетельства ЮНЕСКО о признании «культы поклонения королям Хунгам» нематериальным культурным наследием человечества, на которой присутствовали представители ЮНЕСКО и руководители вьетнамского правительства. Это подтверждает тот факт, что Вьетнам бережно сохраняет традицию культы поклонения предкам и выполняет взятые на себя обязательства по реализации Конвенции, проводит популяризацию ее духа и буквы в каждом из тех районов и тех населенных пунктов, которые являются хозяевами наследия.

14.5 В сферах науки и информации Вьетнам высоко оценивает некоторые программы и инициативы ЮНЕСКО, а именно Программу «Человек и биосфера»

(МАБ), программу «Память мира», Международную гидрологическую программу (МГП), Глобальную сеть национальных геопарков. Вьетнам рассчитывает, что ЮНЕСКО продолжит выделять значительные бюджетные ассигнования для развития вышеупомянутых программ и инициатив. Уважаемые участники, Вьетнам будет тесно сотрудничать с ЮНЕСКО для преодоления нынешних трудностей и призывает государства – члены ЮНЕСКО приложить большие усилия для реализации бюджетной программы и ускорения деятельности Организации. В заключении нам хотелось бы подчеркнуть, что Вьетнам придерживается взятых на себя обязательств по активному содействию подписанию рамочного соглашения между АСЕАН и ЮНЕСКО, считая это важной юридической основой для развития связей между ЮНЕСКО и АСЕАН, а также между ЮНЕСКО и каждой из стран этой организации.

14.6 Дамы и господа, в качестве председателя Организации министров образования стран Юго-Восточной Азии (СЕАМЕО) и от имени государств – членов АСЕАН мы имеем честь сообщить Вам о главных результатах 47-й конференции Совета Организации министров образования стран ЮВА (СЕАМЕК 47), проходившей во Вьетнаме с 19 по 21 марта 2013 г. В конференции приняли участие свыше 200 делегатов из 18 государств, в том числе 11 министров образования и высокопоставленные сотрудники министерств образования из 11 государств-членов, представители семи государств-партнеров, организаций-партнеров и региональных центров по партнерству и развитию организации СЕАМЕО. В этой конференции в качестве специально приглашенного гостя также принял участие Президент СРВ г-н Чыонг Тан Шанг. Выступая с речью на открытии конференции, он подтвердил, что «образование является приоритетной политикой» Вьетнама. На конференции СЕАМЕК 47 страны-члены сконцентрировались на обсуждении мер по реализации программы образования для всех и Программы образования и развития в Юго-Восточной Азии на период после 2015 г., приняли решения и проекты по реализации 10-летней стратегии СЕАМЕО в период 2011-2020 гг. и подписали юридические документы о создании во вьетнамском городе Хошимин Регионального центра образования на протяжении всей жизни. Великобритания была принята восьмым членом – партнером СЕАМЕО. По инициативе Вьетнама в рамках СЕАМЕК 47 состоялись заседания за круглым столом на уровне министров и Форум на тему «Образование на протяжении всей жизни – политика и взгляды», на которых участники сконцентрировались на двух главных темах, а именно на создании в странах Юго-Восточной Азии обучающегося общества и координации действий стран – членов СЕАМЕО по созданию Содружества АСЕАН в 2015 г. Благодарим Вас за внимание.

(14.1) **Mr Nguyen** (Viet Nam) *in extenso*
(*translation from the Russian*):

Distinguished Chair of UNESCO's Executive Board, Ms Alissandra Cummins, distinguished Director-General of UNESCO, Ms Irina Bokova, distinguished colleagues, ladies and gentlemen, first of all, allow me, on behalf of the Vietnamese delegation attending the 191st session of the UNESCO Executive Board, to convey my warmest wishes to the Chair of the Executive Board. We firmly believe that under your leadership, the meetings of the Executive Board will be a resounding success. We also believe that, under the stewardship of Irina Bokova, UNESCO's Director-General, and her

colleagues, UNESCO will continue to achieve great success in the reform programme it has been implementing since last year.

(14.2) Ladies and gentlemen, Viet Nam continues to support UNESCO's efforts to make its action more effective and to enhance the Organization's prestige and role. We consider that in order to build on the achievements of the past year, the UNESCO reform process must be continued in the years to come as well. Viet Nam considers that the Draft Medium-Term Strategy for 2014-2021 (37 C/4), the Draft Programme and Budget for 2014-2017 (37 C/5) and the consultations of the National Commissions for UNESCO are highly significant in contributing to the preparation of the United Nations post-2015 development agenda and in enhancing UNESCO's prestige and role. Viet Nam supports the development of UNESCO's connections with Member States' permanent representatives and National Commissions for UNESCO. The proposals of the tripartite opened working group will help establish a mechanism for close cooperation between the UNESCO Secretariat, National Commissions for UNESCO and the permanent representatives of Member States, and enhance the Organization's effectiveness and prestige in Member States. Viet Nam also welcomes the partnership strategy to ensure the diversity of human resources and enhance the Organization's prestige and role.

(14.3) In the field of education, Viet Nam welcomes UNESCO's decision to accord priority attention to the implementation of the education for all (EFA) programme. In this spirit, Viet Nam supports United Nations Secretary-General Ban Ki-moon's Global Education First Initiative and UNESCO's decisive role in its implementation. The Initiative is a key contribution to the effective achievement of the EFA goals and education for sustainable development (ESD). For its part, Viet Nam has achieved significant success in implementing the EFA and ESD goals and stands ready to share its experience in this field with other countries.

(14.4) In the field of culture, the UNESCO "label" has a positive influence on people's education in the spirit of preserving and developing the treasures of the heritage. On 13 April, the tenth anniversary of the date it signed the Convention for the Safeguarding of the Intangible Cultural Heritage, an award ceremony was held in Viet Nam's Phú Thọ Province as testimony to UNESCO's inclusion of the Worship of Hùng kings in Phú Thọ on the Representative List of the Intangible Cultural Heritage of Humanity. It was attended by UNESCO representatives and senior members of the Vietnamese Government. This underscores the fact that Viet Nam carefully preserves the tradition of ancestor worship and fulfils the obligation it has undertaken to implement the Convention, and spread its spirit and letter in each of those regions and communities which are bearers of the heritage.

(14.5) In the fields of science and information, Viet Nam highly values some of UNESCO's programmes and initiatives, namely the Programme on Man and the Biosphere (MAB), the Memory of the World Programme (MWP), the International Hydrological Programme (IHP) and the Global Geoparks Network. Viet Nam considers that UNESCO should continue to

grant considerable budget allocations to develop the aforementioned programmes and initiatives. Dear participants, Viet Nam will work closely with UNESCO to overcome the present hardship and calls on the Organization's Member States to make robust efforts to implement the budget programme and expedite the Organization's action. In conclusion, we should like to emphasize that Viet Nam will meet the obligations incumbent upon it to actively support the signature of the framework agreement between the Association of South-East Asian Nations (ASEAN) and UNESCO since it constitutes an important legal basis for the development of links between UNESCO and ASEAN, as well as between UNESCO and each of the Association's member countries.

(14.6) Ladies and gentlemen, in our capacity as President of the South-East Asian Ministers of Education Organization (SEAMEO) and in the name of the States Members of ASEAN, we have to honour to inform you of the main achievements of the 47th SEAMEO Council Conference (SEAMEC 47) which took place in Viet Nam from 19 to 21 March 2013. More than 200 delegates from 18 States took part in the Conference, including 11 ministers of education and high-level education ministry officials of 11 Member States, and representatives of seven Associate Members, partner organizations, and regional centres on partnership and development of SEAMEO. Furthermore, Truong Tan Sang, President of the Socialist Republic of Viet Nam, attended the Conference as guest of honour. He opened with the Conference with a speech in which he stated that "education is a priority policy" of Viet Nam. At SEAMEC 47, the member countries focused on discussing measures to implement the EFA programme and the post-2015 education and development programme in South-East Asia, adopted decisions and projects on the implementation of SEAMEO's ten-year Strategic Plan for 2011-2020 and signed legal documents establishing the SEAMEO Regional Centre on Lifelong Learning in Ho Chi Minh City, Viet Nam. The United Kingdom was admitted as the eighth Associate Member of SEAMEO. On the initiative of Viet Nam a ministerial round table meeting was held during SEAMEC 47 on "Lifelong Learning: Vision and Policy", at which the participants focused on two main themes, and in particular the establishment in the countries of South-East Asia of a learning society and the coordination of the activities of the SEAMEO member countries on establishing ASEAN cooperation in 2015. Thank you for your attention.

15.1 **Г-жа Утегенова** (Казахстан) *полный текст:*

Уважаемая госпожа Генеральный директор, уважаемая госпожа Председатель, дамы и господа, прежде всего, разрешите поздравить Вас с началом 191-й сессии Исполнительного совета. Как уже отмечали в своих выступлениях мои коллеги, сегодня мы стоим на пороге принятия новых реформ, что придает особую значимость работе данной сессии. Для нас, как для членов Исполнительного совета, первоочередной задачей является выработка правильной стратегии развития ЮНЕСКО для ее дальнейшего утверждения Генеральной конференцией. Наша задача – сохранить лидирующую роль ЮНЕСКО в областях ее компетенции. В современных условиях глобальных перемен, от наших с Вами решений во многом зависит будущее Организации и ее роль не только в системе ООН, но и в процессе многостороннего сотрудничества в целом.

15.2 В ходе прошлой сессии Исполнительного совета мы четко обозначили намерения Республики Казахстан всемерно поддерживать руководство и Секретариат ЮНЕСКО в стремлении создать эффективную Организацию, способную сохранить и приумножить свои способности реагировать на новые вызовы современности. Безусловно, представленная Генеральным директором дорожная карта реформ создает необходимую основу для усиления потенциала Организации. Стремясь к гибкости и способности адаптироваться к новым современным финансовым условиям, важно не утратить ключевые позиции ЮНЕСКО в системе международных отношений. Уважаемые члены Исполнительного совета, отрадно, что на пути сложных и трудоемких реформ руководство и Секретариат ЮНЕСКО строят свою деятельность, основываясь на принципах диалога, стараясь учесть интересы всех государств-членов. В ходе 190-й сессии Исполнительного совета было высказано много интересных идей и предложений. Для нас особенно приятно, что многие из них нашли свое место в новой пересмотренной стратегии развития Организации. Несмотря на тяжелую финансовую ситуацию, на наш взгляд, сейчас, как никогда, для ЮНЕСКО важно поддерживать свою деятельность по реализации флагманских программ и крупных глобальных инициатив.

15.3 Как вам известно, в декабре 2012 г. Генеральная Ассамблея ООН провозгласила период с 2013 г. по 2022 г. Международным десятилетием сближения культур, возложив на ЮНЕСКО роль ведущего учреждения ООН по проведению Десятилетия в мировом масштабе с привлечением всех государств-членов, наиболее влиятельных международных правительственных и неправительственных организаций, выдающихся деятелей культуры, просвещения и науки. На наш взгляд, идея Генерального директора о создании Центра социальных трансформаций и межкультурного диалога позволит реализовывать основной мандат ЮНЕСКО по продвижению культуры мира и связанные с этим инициативы, в том числе в рамках Международного десятилетия сближения культур, более целостно и эффективно, без привлечения дополнительных средств. Международное десятилетие призвано стать достойным продолжением тематики глобального сближения культур, начатой в ходе Международного года сближения культур в 2010 г., и содействовать дальнейшей активизации усилий мирового сообщества, направленных на укрепление диалога между различными культурами, религиями и цивилизациями. В качестве своего вклада в успешную реализацию этой глобальной инициативы Республика Казахстан намерена внести добровольный взнос в специально создаваемый ЮНЕСКО Фонд Десятилетия.

15.4 Кроме того, в этом году национальной комиссией Казахстана планируется проведение целого ряда мероприятий, приуроченных к Международному десятилетию сближения культур. В их числе Международный форум Десятилетия в августе 2013 г., конференция по Великому шелковому пути в октябре 2013 г. и, конечно, сегодняшний концерт «Мелодии Великой степи», на котором мы будем рады всех вас видеть в 19.30 в зале I и на последующем за ним приеме. Пользуясь случаем, хотела бы поблагодарить руководство ЮНЕСКО за поддержку проведения этих мероприятий и пригласить все государства к совместному сотрудничеству в рамках Международного десятилетия сближения культур.

15.5 Не менее значимым для национальной комиссии Казахстана остается поддержание деятельности сообществ ЮНЕСКО в стране. Так, 4-5 апреля 2013 г. в Алматы состоялся Форум по укреплению потенциала ассоциированных школ, кафедр и клубов ЮНЕСКО в рамках празднования Международного десятилетия сближения культур. По итогам мероприятия была разработана стратегия сотрудничества национальных сообществ ЮНЕСКО в рамках празднования Международного десятилетия. Приглашенными специалистами из Штаб-квартиры и стран-партнеров были проведены тренинги для представителей сообществ ЮНЕСКО с целью оптимизации их деятельности в стране. Республика Казахстан оказывает значимую поддержку сообществам ЮНЕСКО в стране и Бюро ЮНЕСКО в г. Алматы. Мы прикладываем все необходимые усилия для повышения эффективности и наглядности деятельности ЮНЕСКО на местах.

15.6 Уважаемые дамы и господа, представленный на наше рассмотрение пересмотренный проект Среднесрочной стратегии (37 С/4) и проект Программы и бюджета (37 С/5), на наш взгляд, являются сбалансированными документами, во многом отражающими обеспокоенность членов Исполнительного совета, выраженную в ходе прошлой сессии. В частности, мы поддерживаем предложение Генерального директора по реформированию деятельности Секретариата и рациональному использованию людских ресурсов Организации путем передачи функций из одного сектора в другой и сокращения Сектора внешних связей и общественной информации. Более того, данная реформа полностью соответствует стратегии децентрализации ЮНЕСКО путем все большего вовлечения государств-членов в работу Организации посредством ее представительств на местах.

15.7 При рассмотрении вопросов децентрализации, которая является горячей темой для обсуждения уже на протяжении нескольких сессий Исполнительного совета и Генеральной конференции, особую значимость приобретает предложенный Генеральным директором подход к систематизации деятельности подразделений на местах. Организация деятельности представительств ЮНЕСКО на местах в зависимости от потребностей каждого государства-члена, а также установление прямых контактов с представительствами других учреждений системы ООН в стране пребывания для реализации совместных целей является, на наш взгляд, оптимальным решением кадрового вопроса в бюро ЮНЕСКО вне Штаб-квартиры.

15.8 Как отмечено в новом Проекте среднесрочной стратегии 37 С/4, сегодня со стороны ООН на ЮНЕСКО возложена реализация ряда значимых задач, в том числе глобальная инициатива Генерального секретаря «Образование – прежде всего» и роль научного центра в рамках обеспечения устойчивого развития. Все это в очередной раз подчеркивает готовность ООН поддерживать деятельность ЮНЕСКО как лидирующей организации в областях своей компетенции. Для нас важно использовать данную поддержку со стороны руководства ООН и государств – членов ЮНЕСКО для реализации основных целей не только ООН, но и самой ЮНЕСКО. Мы поддерживаем политику ЮНЕСКО по реализации рекомендаций Службы внутреннего надзора по установлению партнерских связей с другими учреждениями ООН, частным сектором и гражданским обществом. Казахстан поддерживает функциональные цели ЮНЕСКО, представленные в проекте Среднесрочной стратегии 37 С/4. На

наш взгляд, они как нельзя лучше отражают потребности государств-членов на период после 2015 г. В связи с этим, уважаемая госпожа Генеральный директор, разрешите выразить Вам мои поздравления и слова искренней благодарности. Казахстан, в свою очередь, намерена продолжать вносить свой вклад в дело реализации благородных целей ЮНЕСКО во благо мира и процветания. Благодарю за внимание.

(15.1) **Ms Utegenova** (Kazakhstan) *in extenso*
(translation from the Russian):

Madam Director-General, Madam Chair, ladies and gentlemen, allow me, first of all, to congratulate you on the opening of the 191st session of the Executive Board. As my colleagues have already said in their statements, we stand today on the threshold of adopting new reforms which makes our work this session particularly significant. For us, as for all Members of the Executive Board, the main task is to formulate the right strategy for UNESCO's development for ultimate adoption by the General Conference. Our task is to conserve UNESCO's leading role in its fields of competence. In the circumstances today of global change, the Organization's future and role, not only in the United Nations system but in the multilateral cooperation process as a whole, depends to a great extent on our decisions.

(15.2) At the last session of the Executive Board, we clearly stated the Republic of Kazakhstan's intention to support comprehensively UNESCO's leadership and Secretariat in their attempts to create an effective Organization, capable of preserving and increasing its capacity to react to the new challenges of the day. Of course, the Director-General's presentation of the reform roadmap creates the necessary basis for strengthening the Organization's potential. While aiming for flexibility and the capacity to adapt to the new financial conditions it is important not to lose sight of UNESCO's key positions in the system of international relations. Distinguished Members of the Executive Board, it is gratifying that on the way to complex and laborious reforms, the leadership and Secretariat of UNESCO are building their activities on the basis of the principles of dialogue, endeavouring to meet the interests of all Member States. At the 190th session of the Executive Board, many interesting ideas and proposals were expressed. For us it is especially pleasing that many of them have found their place in the new strategy for the Organization's development which is under consideration. Despite the difficult financial situation, in our opinion, it is as important now as it has ever been for UNESCO to continue its action to implement flagship programmes and major global initiatives.

(15.3) As you all know, in December 2012, the United Nations General Assembly proclaimed the period 2013 to 2022 International Decade for the Rapprochement of Cultures, inviting UNESCO to be the lead agency in the United Nations system for the Decade at the global level with the involvement of Member States, the most influential international governmental and non-governmental organizations and eminent practitioners of culture, education and science. We are of the view that the Director-General's idea of establishing a centre for social transformations and intercultural dialogue will enable the performance of UNESCO's basic mission to promote a culture of peace and related initiatives,

including in the framework of International Decade for the Rapprochement of Cultures, more purposefully and effectively without committing additional resources. The International Decade is designed to be a worthy continuation of the theme of the global rapprochement of cultures, which started during the International Year for the Rapprochement of Cultures in 2010, and contribute to the further mobilization of the international community's efforts to strengthen dialogue among different cultures, religions and civilizations. As its own input to the successful implementation of this global initiative, the Republic of Kazakhstan intends to make a voluntary contribution to the fund specially established by UNESCO for the Decade.

(15.4) Moreover, this year the Kazakhstan National Commission for UNESCO plans to carry out a series of events to coincide with the International Decade for the Rapprochement of Cultures. These include the International Forum for the Decade in August 2013, the conference on the Great Silk Road in October 2013 and, of course, today's concert "Melodies of the Great Steppe" – we will be delighted to see you all at 7.30 p.m. in Room I for the concert and at the ensuing reception. I should like to take this opportunity to thank UNESCO's leadership for backing these events and call on all States to work together in the context of the International Decade for the Rapprochement of Cultures.

(15.5) It is equally important for the Kazakhstan National Commission for UNESCO to support the activities of the UNESCO community nationally. For instance, a forum to strengthen the potential of UNESCO Associated Schools, Chairs and Clubs was held on 4 and 5 April 2013, in Almaty, as part of the celebrations of International Decade for the Rapprochement of Cultures. On the basis of the conclusions of the forum a cooperation strategy was formulated for national UNESCO communities in the framework of the International Decade. The specialists invited from Headquarters and partner countries conducted training sessions for UNESCO community representatives with a view to optimizing their activities in the country. The Republic of Kazakhstan provides substantial support to the UNESCO community nationally and to the UNESCO Office in Almaty. We are making every necessary effort to make UNESCO's activities at the country level more effective and visible.

(15.6) Ladies and gentlemen, the revised Draft Medium-Term Strategy (37 C/4) and Draft Programme and Budget (37 C/5) before us are, in our opinion, balanced documents that largely reflect the concern of the Members of the Executive Board as expressed at the previous session. In particular, we support the Director-General's proposal to reform the Secretariat's activity and streamline use of the Organization's human resources by transferring functions from one sector to another and abolishing the Sector for External Relations and Public Information. More particularly, the reform fully corresponds to UNESCO's decentralization strategy through increasing Member States' involvement in the Organization's work through its representatives in the field.

(15.7) In respect to decentralization, which has already been a subject of heated discussion over

quite a few sessions of the Executive Board and General Conference, the Director-General's proposed approach to systematizing the activities of field offices is particularly important. The organization of the activities of UNESCO representatives in the field depends on the needs of each Member States, and the establishment of direct contacts with representatives of other United Nations agencies in the country in question for the implementation of joint goals is, in our view, the best solution to the issue of the framework of UNESCO field offices.

(15.8) As stated in the new Draft Medium-Term Strategy (37 C/4), UNESCO has been entrusted with the implementation of a range of important tasks by the United Nations, including the United Nations Secretary-General's Global Education First Initiative, and the role of a science centre in the context of achieving sustainable development. All of this once more underscores the readiness of the United Nations to support UNESCO's action as a leading organization in its fields of competence. It is important for us to use this support from the leadership of the United Nations and UNESCO's Member States to achieve the fundamental goals not only of the United Nations but also of UNESCO itself. We support UNESCO's policy to implement the recommendations of the Internal Oversight Service on the establishment of partnerships with other United Nations agencies, the private sector and civil society. Kazakhstan supports the functional aims of UNESCO as set out in the draft Medium-Term Strategy (37 C/4). We are of the opinion that they reflect better than ever before the needs of Member States in the post-2015 period. In that connection, esteemed Director-General, allow me to congratulate you and thank you most sincerely. Kazakhstan, for its part, is determined to continue to contribute to the achievement of UNESCO's lofty goals in the service of peace and well-being. Thank you for your attention.

16.1 **M. Serra** (Italie) *in extenso* :

Madame la Présidente du Conseil exécutif, Madame la Présidente de la Conférence générale, Madame la Directrice générale, chers collègues, Mesdames et Messieurs, l'Italie souscrit pleinement au discours prononcé par M. le Délégué permanent du Danemark au nom de l'Union européenne et de ses États membres et Membres associés. Au moment où le Conseil exécutif se penche sur la stratégie de l'Organisation pour les huit prochaines années, l'Italie souhaite réitérer son plein appui à l'UNESCO et à l'action clairvoyante, courageuse et efficace de la Directrice générale.

16.2 Malgré les dispositions très sévères de la *spending review* (révision des dépenses) auxquelles notre pays est soumis, nous sommes heureux de pouvoir maintenir notre position de sixième contributeur au budget ordinaire et de premier donateur extrabudgétaire. Tout récemment d'ailleurs, le Bureau de l'UNESCO à Kaboul a signé un accord avec la coopération italienne pour la mise en œuvre de deux projets dans les domaines de l'éducation et de la culture. Au Myanmar, le projet de renforcement des capacités des institutions locales, également soutenu par l'Italie dans le cadre de la Convention du patrimoine mondial, vient d'être réalisé.

16.3 Dans un contexte budgétaire particulièrement délicat, il est indispensable que l'UNESCO puisse rester bien viable et conserver un avantage comparatif dans l'agenda international. Il est indispensable de maintenir

l'axe de la réforme, sur le plan programmatique aussi bien que structurel, afin de créer une UNESCO toujours plus moderne et performante. Le Projet de stratégie à moyen terme (37 C/4) et le Projet de programme et de budget (37 C/5) vont dans la bonne direction. Un effort réel de rationalisation et de concentration a été accompli, qu'il s'agisse de la réduction du nombre des priorités stratégiques de l'Organisation comme de la présentation des cinq grands programmes. L'Italie salue également avec satisfaction l'introduction systématique de clauses de sortie au terme d'une période de quatre ans.

16.4 L'introduction de la budgétisation axée sur les résultats représente enfin un véritable changement culturel dans la façon de travailler de l'UNESCO. Nous sommes, en principe, favorables à la majorité des innovations structurelles introduites par la Directrice générale, qui visent à renforcer le ciblage programmatique, la cohérence des activités et la visibilité de l'Organisation, suivant les recommandations issues de l'Évaluation externe indépendante de l'UNESCO. Même s'ils ne sont pas radicaux, ces changements peuvent aider notre Organisation à dépasser la structure cloisonnée qui alourdit tant son action.

(L'orateur poursuit en anglais)

16.5 Madam Chair, the international economic outlook will remain difficult for some more time in most of our societies. Thus, international organizations will have to continue operating in an environment of decreasing resources. The savings that have been put in place in the last two years are crucial for the future of UNESCO and should be maintained. We are pleased to see that these measures are framed in the proposed C/5 document, allowing an increase in the budget allocated to major programmes. Nevertheless, we express our concern about the outcomes of the External Auditor's report on the measures taken so far to tackle the financial crisis. In reading that document we are confronted with a lack of coherence: there are too many groups, resulting in many minor recommendations with no quantifiable financial impacts. We hope that the Board will be able to accept the recommendations of the *Cour des Comptes*.

16.6 But let me conclude, Madam Chair, on a positive note. I refer to the recent crisis in Mali, where UNESCO acted speedily and well, addressing the damage to cultural heritage and the risk of illicit trafficking of cultural goods. Italy is part of these efforts through the World Heritage Earthen Architecture Programme (WHEAP). We have yet to see the follow-up on these efforts, but UNESCO has been able, amid these tragic events, to show to the world its enormous added value.

16.7 May I add, finally, that we will commemorate, in a short ceremony outside this room on Friday 19 April, after the morning session, a great scientist and champion of humankind, the Italian Nobel Prize for Neurology Rita Levi-Montalcini, who passed away last year at 103. The last efforts of this formidable lady were devoted to the education of African girls through her foundation in Turin. The Italian Delegation would be honoured to welcome you all at this event which encompasses all UNESCO's values. Thank you, Madam Chair.

17.1 **Ms Radović** (Montenegro) *in extenso*:

Madam Chair, Madam Director-General, Madam President of the General Conference, Excellencies, colleagues, friends, on behalf of the Permanent Delegation of Montenegro to UNESCO, I should like to express appreciation to the Director-General and the

Secretariat for providing us with such detailed and comprehensive background information on the execution of the UNESCO Programme, in the Draft Medium-Term Strategy and Draft Programme and Budget of the Organization. We wish to commend the efforts of the Director-General to reform the Organization, and express our satisfaction with the constructive dialogue at the information meeting held last January, which updated us on the achievements and measures put in place to reform the Organization. We expect that the Medium-Term Strategy and the new Programme and Budget of the Organization will provide an adequate basis for reaching our goals. In this regard, Montenegro fully aligns her statement with that of the European Union, made earlier today by the delegation of Denmark.

17.2 For Montenegro as a multinational and multicultural society, fostering cultural diversity and promoting cooperation among cultures and religions is crucial. For this reason we are proud to have been able to support, to our best ability, the work of the International Fund for Cultural Diversity (IFCD), the Montenegrin project being one of the very few projects chosen to be implemented by the Fund in 2013 out of over 200 applications. This is an encouragement to continue with our activities in this domain, implementing UNESCO's programme at the national level.

17.3 With several projects being approved on a yearly basis under UNESCO's Participation Programme, different segments of our society are increasingly empowered to implement UNESCO's instruments and priorities, in line with Montenegro's foreign policy agenda.

17.4 With regard to the Draft Medium-Term Strategy and Draft Programme and Budget of UNESCO, it is of the utmost importance that they reflect the needs of Member States, and to this end, the needs of the Organization. My government deems it important for the proposed major programmes and strategic objectives to include specific plans and activities, secured in the budget, in favour of disadvantaged and marginalized populations, particularly in the field of education.

17.5 In line with the recommendation of the independent external evaluation for closer cooperation with the United Nations, it is important for UNESCO to strengthen its leadership role in the Education First initiative with the support of the United Nations Secretary-General. It is equally important to define the scope of the commitment of "champion" countries to mobilize support for this initiative in the future and ensure its visibility. In comparison to the Education for All Programme, it is essential that this initiative not be considered as a new programme, but an advocacy mechanism aimed at mobilizing political and financial support for global education, especially at a time of real financial constraints when we must avoid duplication and additional operational cost. We therefore hope the action plan for that initiative will be approved before long.

17.6 Furthermore, as one of the C/4 objectives is to shape the global educational agenda and the post-2015 agenda, it is important that education be seen as serving sustainable development, with the promotion of global citizenship given a central role. In this way, one of the expected results of the post-2015 education agenda should be achieved, with education strengthened and linked to different development sectors.

17.7 The Government of Montenegro very much supports the efforts undertaken by African Member States,

and the activities designed to be carried out together with regional partners, universities and networks to promote the contribution of heritage and creativity to peace, sustainable development and regional integration. In this context, the implementation of UNESCO's instruments for the protection of heritage, and the issue of sustainable development are priorities for Montenegro and the Western Balkans region. These issues are particularly important in the process of integration of these countries into the European Union, these issues are particularly important, and strengthening the regional and neighbourly cooperation as a cornerstone of our integration and development. UNESCO, and first and foremost its regional offices, has been very present and supportive in different ways in this domain, and we expect that cooperation to be recognized and further strengthened through concrete programmes and activities in the new UNESCO strategy documents.

17.8 On heritage, Montenegro wishes to reaffirm her strong support for the protection of access to recorded knowledge and the preservation of the documentary heritage. We commend UNESCO for activities that have helped to raise the importance of this issue, and we deem it important for an action plan be approved to strengthen the Memory of the World Programme, inviting all Member States, public and private institutions to implement the measures necessary for greater protection of the documentary heritage. I should also like to use this opportunity to congratulate Director-General Bokova on the actions taken regarding the situation in Mali. We support the Action Plan for the Rehabilitation of Cultural Heritage and the Safeguarding of Ancient Manuscripts in Mali, which UNESCO adopted in February of this year. Through bilateral relations, Montenegro has also expressed its support and readiness to provide further assistance.

17.9 We are glad that more emphasis has been placed on water recently, that the International Year of Water Cooperation was launched at UNESCO in February this year, and that the Organization will more extensively coordinate activities in this field. As regards the oceans, another inseparable element of sustainable development policy, as a relatively new member of the Intergovernmental Oceanographic Commission, Montenegro aims to further strengthen her efforts to contribute to UNESCO's activities in this very important segment.

17.10 In line with one of the recommendations of the Ad Hoc Preparatory Group, and if I may say, the very inspiring intervention of the delegation of the United Kingdom, I believe that during this session, we ought to join our efforts to better define the linkage between the proposed programmes, expected results and available resources. Ladies and gentlemen, challenges exist to be faced, and UNESCO must always be prepared to react in its own unique ways, through dialogue and wide consensus. Bearing in mind our commitment to foster peace and reconciliation through heritage and cultural expressions, we must continue to provide a platform for international cooperation and dialogue in order to protect and preserve cultural heritage in all its forms. Therefore, we encourage the efforts to reach consensus on the draft decisions on the Middle East, and acknowledge the need to obtain adequate expert advice.

17.11 Dear colleagues, I should like to conclude with the firm belief that UNESCO as a universal international organization must, and will, remain capable of adjusting to

changed circumstances in fighting for human rights, dignity and justice. Montenegro remains fully committed to contributing to these common goals. Thank you.

18.1 Ms Opoku-Agyemang (Ghana) in extenso:

Madam Chair of the Executive Board, Madam President of the General Conference, Madam Director-General, distinguished representatives, Excellencies, colleagues and friends, ladies and gentlemen, I am pleased to bring you all warm greetings on behalf of His Excellency John Dramani Mahama, President of the Republic, and also on behalf of the people of Ghana, and to extend their wishes for the success of the 191st session of the Executive Board. Ghana's delegation wishes to congratulate Madam Chair and the Director-General for the insightful remarks that have stimulated this fruitful debate. Allow me also, Madam Chair, to congratulate previous speakers for their useful and thought-provoking contributions to these important matters of relevance to our Organization. Ghana's delegation also congratulates the Director-General for responding proactively to the Organization's financial downturn through the adoption of innovative and cost-effective measures. We note with appreciation the strategic alignment of extrabudgetary projects with regular programmes in education in the implementation of document 36 C/5. Ghana recognizes and commends the strategy, expecting good results despite some perceived challenges.

18.2 Madam Chair, Ghana recognizes that these are difficult times for UNESCO, and we appreciate efforts to assist Member States to advance the education for all (EFA) goals as we approach the 2015 deadline. While we generate the *"one last big push"* to help attain the EFA goals, we suggest special attention should still be paid to the priority countries. In pursuit of *"putting people first"* as a point of reference and strategic approach, the Government of Ghana prioritizes the expansion of access to quality education at all levels. Strategic interventions include distribution of school uniforms, exercise books for pupils and computers for teachers and students in all regions of the country, provision of school feeding programmes, expansion of the capitation grant, and the provision of examination fee subsidies to all high school and TVET students – all these at full cost to the state. I am happy to report that the reduction of opportunity costs to parents has had a positive impact on the retention of girls in schools. Other modalities intended to enhance the quality of EFA include the provision of opportunities to produce more qualified and well-motivated teachers, which focus on deprived areas and communities. We are also emphasizing inclusive education by ensuring that our learners with special needs are fully mainstreamed, at appropriate levels, into our educational systems. Ghana continues to explore and strengthen alternative modes of education and instruction to the formal system through promoting non-formal education and other models that serve learners in remote and hard-to-reach areas. While these now have increased access, we keep on strategizing to enhance quality. These interventions are rooted, Madam Chair, in the indispensable role of education in creating and sustaining equity, which is a strong building block for the maintenance of peace.

18.3 The Government and people of Ghana are appreciative of the support of the Government of Spain and UNESCO for the ongoing Lake Bosumtwi restoration project. We look forward to expanding our partnership with others, to further develop the Songor and Bia Biosphere Reserves which are inscribed in the World Network of Biosphere Reserves (WNBR). Ghana's commitment to the

Man and the Biosphere (MAB) Programme is demonstrated by our role as host of the next meeting of the African Biosphere Reserves Network (AfrimAB) later this year.

18.4 Turning now to the Draft C/4 and C/5 documents, Madam Chair, Ghana wishes again to congratulate the Director-General for the preparation of a new Draft Medium-Term Strategy and Draft Programme and Budget. The documents, no doubt, present an opportunity for UNESCO to play an even more focused and definitive role in a changing international environment. We know that all of us at UNESCO can rise to the occasion.

18.5 Madam Chair, Ghana is happy to see that Africa and Gender Equality have been maintained as global priorities in the draft Medium-Term Strategy (37 C/4) and the Draft Programme and Budget (37 C/5). We look forward to concrete, sustainable and rewarding results. My delegation believes that the Operational Strategy on Priority Africa, including its action plan for the implementation of identified flagship programmes, as well as the Operational Strategy on Youth would benefit from more effective and comprehensive consultation with Member States. Also, the mainstreaming of youth interventions in document 37 C/5 is expected to be reflected in all UNESCO's initiatives. The role of the Africa Department is a matter for concern to my Delegation. We would appreciate more opportunity to consult with the Secretariat on the reporting lines between the field network in Africa and Headquarters on matters regarding Priority Africa. Ghana sincerely appreciates the intervention of UNESCO in preserving critical heritage in Mali. Finally, Madam Chair, distinguished delegates, Ghana pledges her continued support to the Director-General and to UNESCO in ensuring optimal programme delivery.

19.1 Mr Machbub (Indonesia) in extenso:

Madam Chair of the Executive Board, Madam President of the General Conference, Madam Director General, distinguished Members of the Executive Board, Excellencies, ladies and gentlemen, *as-salāmu 'alaikum wa-rahmatu llāhi wa-barakātuh* (peace and the mercy and blessings of God be upon you). At the outset, I would like to convey the deep regret of H.E. Mohammad Nuh, Indonesia's representative to the Executive Board, for not being able to attend this august meeting. Minister Nuh expresses his continued commitment to the work of UNESCO, especially at this important juncture for our Organization.

19.2 I should like to express my appreciation to the Director-General for the execution of the programme adopted by the General Conference. The bold initiatives as drawn in the roadmap to reform, and intensified efforts to generate extrabudgetary funds including the Emergency Fund, have enabled UNESCO to implement work plans in the difficult financial situation facing the Organization. The execution of document 36 C/5 to date has been severely affected by the 22% budget shortfall, as many programmes across the board have been delayed, postponed or even cancelled. It is foreseen that 2013 will follow the same trajectory unless payment of contributions is resumed. Indonesia welcomes UNESCO's efforts to step up operational activities in the field, as in the last part of last year. I sincerely congratulate Ms Bokova for the cost control and reduced administrative measures that will enable UNESCO to end the biennium with a balanced budget. However, dependence on extrabudgetary funds is cause for alarm and will be unsustainable in the next C/5

document. I would also like to reconfirm Indonesia's commitment to fulfilling the second part of our pledge, of US \$4 million under Funds-in-Trust in financing selected programmes. In this regard, we have closely discussed the selection of programmes with UNESCO's Jakarta Office. After signing the necessary agreements with the Director-General of UNESCO, the Government will transfer the amount this year.

19.3 With regard to Major Programme I, we welcome activities that continue the implementation of teacher policies. In this connection, Indonesia underlines the need to strengthen the International Task Force on Teachers for EFA, which Indonesia has supported with a view to reinforcing teacher policies with particular emphasis on quality and on priority countries.

19.4 Indonesia congratulates Ms Bokova for the visit to Mali and the assessment of the damage to Mali's heritage during the armed conflict. We hope a similar mission will also be sent to evaluate the extent of damage to the two Palestinian sites of al-Haram al-Ibrāhīmī/Tomb of the Patriarchs in al-Khalīl/Hebron and the Bilāl ibn Rabāh Mosque/Rachel's Tomb in Bethlehem.

19.5 Excellencies, ladies and gentlemen, the Medium-Term Strategy will chart UNESCO's path forward from 2014-2021. It is therefore of the utmost importance that the 37 C/4 reflects rigorous efforts to achieve the MDGs by 2015 in its fields of competence, as well as responding to the challenges and opportunities in the post-2015 agenda. UNESCO must continue to enhance the relevance of its contribution to the building of peace, the eradication of poverty, and sustainable development and intercultural dialogue at the national, regional and global level. While the United Nations Secretary-General's Education First initiative and the establishment of the Scientific Advisory Board have put UNESCO at the forefront in the sustainable development agenda, it is equally important to ensure that education for all and major programmes on science and innovation continue to be given the highest priority at the national level.

19.6 At the regional level, Indonesia associates itself with Viet Nam in our commitment to further enhancing cooperation with the forthcoming framework agreement on cooperation between the Association of Southeast Asian Nations (ASEAN) and UNESCO. As one of the most vibrant sub-regions in Asia-Pacific, ASEAN can contribute to the work of UNESCO in its core missions. UNESCO can also play an important part in building a caring and sharing community in Southeast Asia.

19.7 The proposed Centre for Social Transformations and Intercultural Dialogue needs to build on the experience of the Management of Social Transformations (MOST) Programme, in which culture will be a defining factor. That would avoid duplication with programmes of other United Nations agencies such as the United Nations Development Programme (UNDP) and the Economic and Social Council (ECOSOC) in building democratic societies and social integration, as well as crisis prevention and recovery. Based on its own experience of political, economic and social changes in a culturally diverse community, Indonesia gives the issues of social inclusion and intercultural dialogue high priority in maintaining peace and stability, the dividend of which will be sustainable development. In this context, Indonesia is also preparing to hold the first World Culture in Development Forum (WCF) on 24-29 November this year incorporating the theme "The Power of Culture as a Catalyst in Sustainable Development".

19.8 Excellencies, ladies and gentlemen, in closing, I am confident that UNESCO will constantly challenge itself in leading the global agenda and setting standards in its core competencies. We must continue to strengthen UNESCO's role as a positive force for global peace and prosperity, as mandated by its Constitution and in shaping the future we want. I thank you. *Wa-s-salāmu 'alaikum.* (Peace be upon you.).

20.1 **M. Teta** (Angola) *in extenso* :

Madame la Présidente du Conseil exécutif, Madame la Directrice générale, Madame la Présidente de la Conférence générale, chers collègues, Mesdames et Messieurs, c'est un honneur de pouvoir partager avec vous au nom de la République d'Angola quelques idées et réflexions sur l'organisation et le fonctionnement de l'UNESCO. L'exécution du programme adopté par la Conférence générale pour les douze premiers mois de la période biennale 2012-2013 s'est faite dans un contexte de fortes contraintes financières. Force est de constater et de reconnaître les efforts considérables déployés par l'Organisation pour rationaliser l'utilisation des ressources et réduire relativement les coûts administratifs. Tout cela s'est fait au détriment des résultats escomptés dans bon nombre d'activités spécifiques à chaque grand programme.

20.2 En outre, nous ne saurions cacher notre inquiétude devant la tendance croissante à privilégier les fonds extrabudgétaires, qui financent désormais la plus grande part des programmes, du fait de l'utilisation préférentielle demandée par les donateurs. Concernant l'orientation stratégique proposée pour la mise en œuvre des programmes au cours des huit prochaines années, nous approuvons la mesure globale d'augmentation du budget de tous les grands programmes par rapport au niveau établi dans le 36 C/5, tout en formant l'espoir que les propositions d'actions au titre des projets phares pour l'Afrique bénéficieront réellement d'allocations financières et de ressources humaines appropriées, aptes à produire les effets attendus sur le terrain.

20.3 Mesdames et Messieurs, dans le cadre de la Stratégie opérationnelle pour la priorité Afrique, nous louons l'action résolument engagée par la Directrice générale et le Secrétariat dans son ensemble, pour aligner la priorité Afrique sur les priorités de l'Union africaine. À cet égard, un premier exemple de partenariat stratégique vient de prendre corps entre l'UNESCO et l'Union africaine dans le cadre du projet phare de promotion de la culture de la paix et de la non-violence en Afrique. En effet, du 26 au 28 mars, s'est tenu à Luanda, sous le haut patronage de S. E. M. José Eduardo Dos Santos, Président de la République d'Angola, le Forum panafricain intitulé : « Afrique : Sources et ressources pour une culture de la paix » organisé conjointement par l'UNESCO, l'Union africaine et le Gouvernement angolais. Ce forum est une expression du compromis conclu par le peuple et le Gouvernement angolais en faveur de la paix, acquise en Angola le 4 avril 2002, au terme de 27 ans de conflit interne, et qui règne depuis. À l'issue de ce forum, un plan d'action a été adopté. Il vise à établir, sous le mot d'ordre « Agissons pour la paix », un multipartenariat en faveur d'une culture de la paix en Afrique, ce qui a permis le lancement d'un mouvement continental qui se veut durable, en mobilisant les États africains, le secteur privé, les artistes et leaders africains, les organisations intergouvernementales et les acteurs du développement régional, ainsi que les ONG et les associations de terrain. C'est le lieu de lancer un appel à toutes les sensibilités éprises de la paix en faveur du développement durable en

Afrique, afin qu'elles se constituent en mobilisateurs et acteurs de ce grand mouvement d'esérance.

20.4 Mesdames et Messieurs, à ce geste de solidarité manifesté par le Gouvernement angolais s'ajoutera l'appui financier nécessaire à la poursuite du projet d'Histoire générale de l'Afrique, notamment en ce qui concerne son utilisation dans l'enseignement supérieur. Dans le difficile contexte financier que traverse notre Organisation, Mme la Directrice générale vient de signer avec le Gouvernement angolais un accord-cadre de coopération pour la période 2013-2016 portant sur un plan d'action dont le financement sera assuré par un fonds-en-dépôt Angola-UNESCO. Le Gouvernement angolais y placera des contributions financières d'un montant correspondant aux coûts d'exécution des projets sélectionnés conjointement. Dans le même temps, nous commençons à construire une ligne de partenariat tripartite avec la LIDE, l'Association des chefs d'entreprise du secteur privé exerçant leurs activités en Angola en vue de promouvoir la campagne en faveur de la culture de la paix et de la non-violence en Afrique et d'agir dans les domaines de la formation professionnelle et de la création d'emplois pour les jeunes.

20.5 Mesdames et Messieurs, pour terminer, nous félicitons Mme la Directrice générale pour son rapport objectif et pragmatique. Merci de votre aimable attention.

21.1 **M. Fazelly** (Afghanistan) *in extenso* :

Merci Madame la Présidente. Je salue également Mme la Présidente de la Conférence générale et S. E. Mme la Directrice générale. Il est d'abord de mon devoir de vous remercier Madame la Directrice générale pour l'attention particulière que vous avez toujours portée aux filles, aux femmes et aux écolières afghanes. Je me souviens qu'au moment où la question de Malala a été traitée au Conseil exécutif, c'est vous qui sur mon insistance, avez rappelé que les écolières afghanes s'étaient sacrifiées par dizaines, et même par centaines. C'est pourquoi je vous remercie, Madame la Directrice générale, et je vous félicite pour votre travail.

21.2 Je m'inscris dans les rangs des orateurs qui ont pensé à l'avenir de l'UNESCO, plus important que tout à mes yeux. Si l'UNESCO veut être une idée neuve, elle doit déployer des efforts de rajeunissement constants. Je crois que l'UNESCO a besoin de rajeunir, parce que depuis sa création il y a 68 ans, le monde a changé. Je voudrais, par exemple, citer la chute des idéologies, les révolutions religieuses, la disparition du colonialisme, la construction de l'Europe et d'autres phénomènes majeurs. Malheureusement, force est de constater que l'UNESCO n'a pas bougé d'un fil, non pas certes dans sa stratégie, mais dans ses structures. Je me dois de le dire parce que l'UNESCO a besoin de changer.

21.3 Madame la Directrice générale, vous avez hérité de cette situation et vous avez un travail considérable à faire compte tenu de la fonction, de la mission et de l'objectif que vous attribuez à l'UNESCO. Pourquoi l'UNESCO n'a-t-elle pas bougé ? Il y a deux explications : la première, c'est que l'UNESCO s'est fiée plutôt à sa stratégie, à son programme, au C/4, au C/5 et qu'elle n'a pas su faire la différence entre réforme et stratégie, alors que ce qui relève de la réforme et ce qui relève de la stratégie sont deux choses bien distinctes. D'autre part, je dirais que la conception du service public international qui est défendue par le Secrétariat de l'ONU explique peut-être aussi que l'on n'ait pas pensé à modifier les méthodes de travail et les structures de l'UNESCO pour

avoir des résultats stables et des situations stables alors que tout est en mouvement et que tout change.

21.4 Quelle est donc la réalité ? La réalité, c'est que nous avons aujourd'hui à l'UNESCO des structures qui ne servent à rien. Il y a au Siège des structures tout à fait fictives portant des noms bizarres et qui ne produisent pas grand-chose, qui ne font pas grand-chose. Il faut y réfléchir. Il y a des structures, et aussi des réseaux qui, tout en travaillant, bien sûr, soignent beaucoup leur façade extérieure, alors qu'à l'intérieur, chacun fait à sa propre convenance. Voilà qui appelle un travail de réforme. Pour changer, pour que l'UNESCO puisse mener à bien ses missions, il faudra s'armer autrement, il faudra s'armer d'autres moyens et d'autres possibilités et opter pour une nouvelle façon de travailler. C'est cette nouvelle façon de travailler que j'appelle la réforme. La réforme consiste, pour l'UNESCO, à changer ses méthodes de travail pour chacun de ses rouages et chacune de ses procédures. Je crois que l'UNESCO a besoin d'agir et de servir autrement, et donc d'adopter une nouvelle approche. Cette nouvelle approche étant la réforme, je considère qu'à l'avenir l'UNESCO devra en faire sa mission principale tout en poursuivant, bien sûr, ses autres missions.

21.5 Alors, que proposer ? Je n'ai pas de formule miracle, mais j'ai quand même une idée dont je voudrais vous faire part. Je crois qu'il faudra distinguer, dans la mission de l'UNESCO, deux ordres de travail : premièrement le travail de production, de gestion de ce que l'on appelle les produits culturels, éducatifs et scientifiques. Je crois que cela demande une attention et des méthodes de travail particulières parce qu'il faut de l'efficacité, des compétences, des capacités, de la rationalité et de l'expertise. Cette partie du travail, qui répondrait à la demande d'un marché planétaire des produits éducatifs et culturels, doit être prise en considération de façon indépendante.

21.6 D'autre part, l'UNESCO doit être aussi un magistère. Je crois que cet aspect a été négligé au profit de la face entrepreneuriale de l'UNESCO. À l'avenir, j'espère qu'à côté de tous les efforts et de tout le travail qu'elle accomplit dans les domaines du culturel, du politique et du religieux – entre lesquels commencent à apparaître des signes de conflit, dus à l'absence actuelle de contours bien définis, l'UNESCO aura le temps de travailler comme un magistère, comme une institution qui résout les problèmes résultant de la confrontation entre les différents aspects culturel, politique et religieux.

21.7 En conclusion, j'espère, Mme la Directrice générale que, comme vous l'avez proposé dans l'une de vos interventions, le Conseil exécutif va consacrer une séance particulière au problème de la réforme à l'UNESCO, parce que la réforme est différente de la stratégie. Merci bien.

22.1 **Mr Islam** (Bangladesh) *in extenso*:

Madam Chair, Madam President of the General Conference, Madam Director-General, Excellencies, ladies and gentlemen, we thank the Director-General for presenting us with important documents that give us a sense of how she has been running the Organization in a difficult financial situation. Document 191 EX/4 shows that, in spite of the financial difficulties faced by the Organization, UNESCO has been able to register some notable achievements in the first twelve months of the current biennium. We are happy to note that UNESCO has maintained its leadership role in shaping the post-2015 education agenda. We are happy to note that UNESCO

helped identify two aquifers, in Ethiopia and in Kenya, promising improved water provision for those countries hit by the worst drought in 60 years in East Africa.

22.2. At the same time, we note with concern that the Organization was unable to uphold its programme delivery capacity at the national level due to financial difficulties. It is bad news that Major Programme I was not able to support priority countries through the regular programme budget. We appreciate the Director-General's efforts to mobilize extrabudgetary resources to fund these programmes, and thank those Member States and private sector partners who have come forward with generous financial support.

22.3. Document 191 EX/4 Add. presenting the field office reports has been a useful tool to measure actual programme delivery at the national level. It appears that long descriptions of activities in the main report do not necessarily translate into substantive achievements when it comes to field office reports. We would like to see the field office reports given due importance and made an integral part of the main report, to reflect UNESCO's policy of moving closer to the field.

22.4. We welcome the Operational Strategy on Priority Africa in document 191 EX/15 as a reflection of the Director-General's resolve to give fresh impetus to Priority Africa. We hope that the implementation of the flagship programmes, identified by the African countries themselves, will have a real impact on peace and sustainable development in Africa. In the same vein, we find the Operational Strategy on Youth to be a well-drafted document and, in particular, we appreciate the emphasis it puts on technical and vocational education and training (TVET) and science, technology and innovation (STI) to improve the employability of youth in developing countries.

22.5. We are concerned by the Director-General's report contained in document 191 EX/26 regarding the financial situation of the Organization as a result of the non-payment of assessed contributions. We would hope that this is a temporary phenomenon and that all concerned will come forward to pay their assessed contributions to improve the financial situation of the Organization. The Bangladeshi delegation is convinced that the Director-General is doing her best to uphold the efficiency and effectiveness of the Organization in a challenging financial situation. We reiterate our full support to her endeavours to lead UNESCO's reform, without compromising on its mission statement and without diluting its five major programmes. Thank you, Madam Chair.

23.1 **Mme Da Rocha** (Brésil) *in extenso* :

Dans ces temps d'incertitude, de crise économique mondiale, de changements climatiques imprévisibles et de tensions, on voit percer le discours de l'intolérance, ainsi que des visions du monde conflictuelles. Nous devons agir avec détermination pour renforcer notre capacité de construire la paix. Le Brésil croit au dialogue, à la coopération, au respect de la diversité et, surtout, au rôle central du système multilatéral en tant que fondements de la paix et du développement durable. Nous croyons qu'au sein de l'UNESCO, nous pouvons et devons faire la différence.

23.2 Nous approuvons le travail de la Directrice générale et du Secrétariat face aux difficultés dues à la réduction temporaire des ressources. Les propositions contenues dans le Projet de stratégie à moyen terme (37 C/4) et le Projet de programme et de budget (37 C/5)

nous semblent appropriées. Elles correspondent aux priorités que nous nous sommes fixées à la 190^e session. Nous sommes ici pour les améliorer.

23.3 Dans le domaine de l'éducation, les objectifs stratégiques et les axes d'action proposés dans le C/4 et le C/5 sont convenables, et reflètent une meilleure synergie entre l'UNESCO et le système des Nations Unies. Pour définir l'agenda de l'éducation post-2015, nous devons prendre en considération les progrès déjà accomplis par les pays, et encourager les échanges de bonnes pratiques concernant les objectifs qui n'ont pas encore été atteints. Le Brésil suggère que, sous la coordination de l'UNESCO, des priorités flexibles soient définies sous la forme d'une sorte de « menu d'objectifs ». Ce menu serait proposé aux pays afin qu'ils puissent choisir des priorités en accord avec leurs réalités propres et leurs capacités locales.

23.4 Nous approuvons l'effort tendant à promouvoir les liens transversaux entre les sciences exactes et naturelles, les sciences sociales et humaines et les autres secteurs de l'Organisation. Cependant, le manque de ressources de la COI affecte le Système mondial d'observation de l'océan (GOOS) et met en danger la position dominante de l'UNESCO dans le secteur des services d'observation océanique mondiale. Le GOOS/Brésil a pu compter sur un apport annuel du Gouvernement brésilien de plus de 500 000 dollars des États-Unis par an.

23.5 Nous saluons la place importante accordée dans les nouvelles propositions au thème de l'inclusion sociale. Cela nous renvoie, de manière appropriée, aux récentes discussions sur l'amplitude du concept de développement durable. Nous souhaitons appeler l'attention sur le Programme MOST, qui a trait aux transformations sociales et au dialogue entre les spécialistes de cette question et les agents gouvernementaux. Ce programme doit trouver au sein de l'UNESCO les moyens nécessaires à la pleine réalisation de son potentiel. Ainsi, la proposition de créer un centre consacré aux transformations sociales et au dialogue interculturel est très intéressante. Le document qui nous a été adressé à ce sujet indique que le centre pourra contribuer à optimiser la coordination des activités et initiatives de l'Organisation dans ce domaine. À propos de la synergie des sciences, j'invite les États membres à venir participer au « 6^e Forum mondial de la science » qui se tiendra à Rio de Janeiro du 24 au 27 novembre prochains. Pour la première fois, cet événement se déroulera en dehors de Budapest. Il aura pour thème « La science au service du développement mondial durable ».

23.6 Nous attachons beaucoup d'importance à la préparation du prochain « Forum des jeunes de l'UNESCO ». La consultation d'environ 2 000 jeunes du monde entier a révélé leur intérêt pour les thèmes « l'emploi, l'innovation et l'entreprenariat » et « la participation inclusive de la jeunesse dans la construction de la démocratie ». Nous sommes partisans du renforcement de la Convention de 1972 et de la mise en œuvre efficace des mécanismes prévus par la Convention de 1970. Nous souhaitons voir une plus grande intégration des travaux menés dans le cadre des Conventions de 2003 et de 2005. Nous considérons que l'engagement de l'UNESCO en faveur de l'économie créative est appréciable et qu'il y a là des perspectives de croissance de ses activités. Le projet La route de l'esclave : résistance, liberté, héritage, l'utilisation pédagogique de l'Histoire générale de l'Afrique et les actions en faveur de

la formation des enseignants sur le continent africain retiennent tout particulièrement notre attention.

23.7 L'objectif stratégique proposé pour les thèmes de la communication et de l'information correspond aux missions constitutionnelles de l'UNESCO. L'histoire récente nous a appris la valeur inestimable de la liberté d'expression et d'information. Néanmoins, si nous voulons vraiment stimuler l'expansion des médias et promouvoir la liberté d'expression, nous devons aussi promouvoir, dans une commune mesure, la démocratie, la participation citoyenne, et la diffusion inclusive et égalitaire des savoirs. Les nouvelles technologies de l'information et de la communication (TIC) doivent être appréhendées comme un moyen, et non pas comme une fin en soi. Nous devons avoir à l'esprit que la qualité des contenus et la façon dont ils sont utilisés importent plus que les supports de distribution. Les TIC doivent constituer des vecteurs de diversité, de multilinguisme, d'échange et de pluralité, des outils qui facilitent le développement intégré des peuples. Car, à l'inverse, au lieu de promouvoir le développement durable et inclusif, ils pourraient tout aussi bien ne faire qu'accentuer les inégalités.

23.8 Nous sommes satisfaits des propositions tendant à encourager la simplification administrative. Nous espérons que les ressources libérées à Paris permettront

à l'UNESCO de mieux se positionner hors Siège. La situation financière de l'Organisation nous pousse à la vigilance. Nous estimons néanmoins que grâce au diagnostic qui a été réalisé avec suffisamment d'anticipation, il sera possible de surmonter les difficultés de façon satisfaisante. Nous saluons la présentation du plan de mise en œuvre du 37 C/5, basé sur un scénario de restriction budgétaire.

23.9 Je souligne enfin que le nouveau barème des contributions approuvé par le système des Nations Unies signale l'émergence d'un monde multipolaire. Le Brésil vient d'augmenter le montant de ses contributions au budget ordinaire de l'UNESCO, conformément aux nouvelles dispositions budgétaires, devenant ainsi le dixième plus gros contributeur de l'Organisation. Les autres pays en développement devront eux aussi assumer de plus lourdes responsabilités financières. Nous sommes persuadés que cette évolution débouchera nécessairement sur un ordre international plus démocratique et plus ouvert au pluralisme et au dialogue. Merci de votre attention.

24. **The Chair** thanked the 22 speakers that had taken the floor in the plenary debate at the current meeting for their contributions.

The meeting rose at 6.05 p.m.

TROISIÈME SÉANCE

Mardi 16 avril 2013 à 10 h 15

Présidente : Mme Cummins

Announcement concerning a draft decision submitted by the Arab States group

1. **The Chair** opened the meeting and announced a request by the representative of Palestine to make a short announcement concerning items relating to the Middle East. If she saw no objection, she proposed, pursuant to Rule 30.3 of the Rules of Procedure, to give him the floor.

2. **M. Sambar** (Délégué permanent de la Palestine) *in extenso* :

Merci Madame la Présidente. Chers collègues, Mesdames et Messieurs, nous avons demandé au nom du Groupe des États arabes, et plus particulièrement au nom de la Jordanie et de la Palestine, à prendre la parole pour vous donner un certain nombre d'informations relatives aux projets de décision que nous devions présenter à votre assemblée. Ces projets de décision sont prêts et traduits, et ils sont encore au Secrétariat. Mais contrairement à ce que nous vous avons annoncé lors de notre réunion avec les représentants de vos groupes, nous n'allons pas les faire distribuer ce matin, et ce pour une raison tout à fait positive et qui n'a rien d'inquiétant. Nous avons reçu ce week-end de la part de Mme la Directrice générale un message émanant de la délégation israélienne nous laissant entrevoir et espérer que l'impasse relative à l'envoi d'une mission sur le terrain pouvait être résolue. Comme vous le savez, nous avons toujours été extrêmement favorables à l'envoi d'une mission – contrairement à certaines rumeurs qui ont circulé ici ou là disant que nous y étions opposés : nous y étions absolument favorables – et dans un esprit positif, après avoir consulté nos ministres respectifs et pour donner toutes ses chances au succès de cette initiative, nous avons décidé de ne pas diffuser nos projets de décision et d'attendre dans les prochains jours des nouvelles qui, nous l'espérons, seront positives pour débloquer la situation et avancer tous ensemble. Je peux également vous dire en conclusion que nous avons très bon espoir que cette démarche aboutisse. Je voudrais d'ores et déjà remercier Madame la Directrice générale de s'être acquittée de sa mission de bons offices, avec patience et détermination. Je vous remercie.

POINTS DEVANT FAIRE L'OBJET D'UN RAPPORT (suite)

Point 4 : Rapport de la Directrice générale sur l'exécution du programme adopté par la Conférence générale (191 EX/4 Partie I et Add. et Partie II ; 4.INF) (suite)

PROJET DE STRATÉGIE À MOYEN TERME (37 C/4) ET PROJET DE PROGRAMME ET DE BUDGET (37 C/5) (suite)

Point 15 : Projet de stratégie à moyen terme pour 2014-2021 et Projet de programme et de budget pour 2014-2017 et recommandations du Conseil exécutif (37 C/4 Projet ; 37 C/5 Projet ; 191 EX/15) (suite)

QUESTIONS ADMINISTRATIVES ET FINANCIÈRES (suite)

Point 26 : Situation financière de l'Organisation et incidences sur l'exécution du 36 C/5 (191 EX/26) (suite)

Débat plénier (suite)

٣,١ السيدة الطرهوري (تونس) النص الكامل :

السيدة رئيسة المجلس التنفيذي، السيدة المديرية العامة، حضرات الزملاء أعضاء المجلس التنفيذي، اسمحو لي بداية أن أتقدم باسم الوفد التونسي إلى وفد الولايات المتحدة الأمريكية بأحر التعازي للمصاب الذي حل بمدينة بوسطن معربين عن تضامننا مع الشعب الأمريكي. ويطيب لي أن استهل كلمتي بتوجيه خالص التحية والتقدير إلى السيدة أليساندرا كمنز على حسن إدارتها لمجلسنا الموقر متمنية لها مزيداً من التألق والتوفيق، كما يسعدني أن أتقدم إلى السيدة إيرينا بوكوفا مثنية على ما تقدمه من جهود محمودة على رأس منظماتنا أسهمت في تعزيز إشعاعها والارتقاء بأدائها بما يتيح لها أن تكون دوماً مرجعاً ومنازةً في ظرف دولي حافل بالتحديات. وأنتهز هذه المناسبة للتعبير عن شكر تونس للمديرية العامة على ما أبدته من اهتمام موصول بتطورات الأوضاع في تونس بعد الثورة من خلال البرامج التي نفذت وتتواصل لمساندة جهودنا الوطنية الرامية إلى تحقيق الانتقال الديمقراطي وتفعيل الحريات والحقوق، ولقد كان لإنشاء مكتب برامج في تونس الأثر البالغ في تدريب الفئات الشبابية والإعلامية ومجموعات من الفاعلين في المسارات الأمنية والتنمية بشكل عام.

٣,٢ حضرات الزملاء، إن مجالات عمل المنظمة التي تنبع من أصالة روح القيم التي أسست لدستورها تبرهن على نبل رسالتها الفكرية ويمثل النظر والتمعن في مشروع البرنامج والميزانية لعامي ٢٠١٤-٢٠١٥ فرصة تاريخية لتدارك الأوضاع من أجل تحقيق التعليم الجيد للجميع ومواصلة بناء مجتمع المعرفة ودعم البعد الثقافي ليضحي مكوناً أساسياً للتنمية الشاملة والمستدامة وربط تطوير العلوم والتكنولوجيا بمتطلبات التنمية. وأود أن أؤكد دعمنا الكامل للتوجهات التي حددتها السيدة المديرية العامة بخصوص دور اليونسكو الرائد والفردي لبرنامج التعليم للجميع على المستوى العالمي ومواصلة تعزيز التعليم من أجل التنمية المستدامة في إطار ما أوصى به عقد الأمم المتحدة في هذا المجال ودعم التعليم التقني والتكوين المهني بهدف تأمين الكفاءات وتطوير القدرات والمهارات لدى شباب المستقبل بما يستجيب لمتطلبات المرحلة القادمة ويساعد على مواجهة التحديات من خلال الالتزام بالنهج المتعدد الأطراف الذي يتجلى في الأهداف الإنمائية للألفية. وقد سجلنا الاهتمام البالغ بالمجال التربوي من قبل السيد الأمين العام للأمم المتحدة من خلال إطلاقه مبادرة "التعليم أولاً".

٣,٣ ويشرفنا أن تكون تونس قد أدرجت في الدول العشر الرائدة في هذه المبادرة، وسنعمل على إنجاحها من خلال أنشطة بحثية وتحليلية للمنظومة التربوية التونسية وأنشطة اتصالية وتواصلية تسعى إلى إبراز أهم مقومات الجودة والارتقاء بمخرجات النظم التربوية على الصعيدين الإقليمي والدولي بما يستجيب لمتطلبات الفترة القادمة، وأملنا أن توفق منظمتنا إلى هيكلة منظومية للتعليم الجيد والجامع تتحرك ضمنها المقومات الخصوصية للمخططات التربوية في تناغم وتناسق يؤديان إلى تحقيق النتائج المرجوة من البرنامج التربوي الكبير. وأود أن أؤكد بحرص المديرية العامة على ترشيد الإنفاق ببلورة منظومة هيكلية متطورة وإجرائية تتناغم والظرف الراهن للمنظمة، وبالتوجه الإصلاحي الذي بادرت به والرامي إلى تفعيل دور اليونسكو في تكريس بيئة قائمة على السلم والاندماج الاجتماعي والحوار بين الثقافات في عالم أضحت التحولات الاجتماعية المتسارعة سمة مميزة وجزلية فيه. وفي إطار الإعداد للمؤتمر الدولي لتكنولوجيا المعلومات والاتصال للجميع الذي سينعقد في تونس خلال شهر تشرين الثاني/نوفمبر القادم، والدور الذي تضطلع به منظمة اليونسكو في تطوير البيئة المعلوماتية والاتصالية عبر البرامج الرئيسية الواردة في البرنامج والميزانية لعامي ٢٠١٤-٢٠١٥، واستراتيجية العمل المستقبلية في جميع مجالات اختصاصها، نأمل أن تشارك اليونسكو في هذا الموعد الهام بوفد تتراؤه السيدة المديرية العامة تكريماً للدور الريادي للمنظمة في إشاعة الثقافة الرقمية وتنمية مجتمع المعرفة.

٣,٤ حضرات الزملاء، لا بد في هذا المقام من التنويه بما تقوم به اليونسكو من جهود في سبيل حماية التراث عموماً وما تنفذه من برامج وتحركات في مدينة تومبوكتو التي تعرضت معالمها ومكتباتها لاعتداءات متكررة رغم ما تمثله ذخيرتها الثقافية والفكرية من تراث ثمين للإنسانية.

٣.٥ كما لا بد من التعبير عن مساندة تونس الكاملة لمطالب الشعب الفلسطيني المشروعة في التعليم والثقافة وفي الحياة الديمقراطية الحرة الآمنة مع إيلاء قضية القدس، رمز التنوع الثقافي وتعايش الحضارات والأديان، ما تستحقه من مواقف حازمة لإيقاف ما تتعرض له هويتها العربية الإسلامية من تشويه.

٣.٦ وفي الختام، أعبر عن التزامنا الموصول بمبادئ اليونسكو وبرسالتها النبيلة وحرصنا الدائم على دعم التعاون الفكري الدولي في إطار ما تنجزه المنظمة من برامج لبناء مجتمع إنساني قادر على تحقيق السلم المبني على أساس من التضامن الفكري والمعنوي بين بني البشر كما جاء في الميثاق التأسيسي للمنظمة، والسلام عليكم.

(3.1) **Mme Tarhouni (Tunisie) in extenso**
(traduit de l'arabe) :

Madame la Présidente du Conseil exécutif, Madame la Directrice générale, Mesdames et Messieurs les membres du Conseil exécutif, permettez-moi tout d'abord, au nom de la délégation tunisienne, de présenter mes plus sincères condoléances à la délégation des États-Unis d'Amérique suite à la tragédie qui a frappé la ville de Boston, et d'exprimer ma solidarité avec le peuple américain. Je voudrais également adresser mes sincères salutations et exprimer ma profonde gratitude à Mme Alissandra Cummins pour son excellente gestion des travaux du Conseil, et lui souhaiter plein succès dans sa tâche. Je tiens en outre à saluer les efforts louables que Mme Bokova déploie à la tête de l'Organisation afin d'en accroître le rayonnement, d'en améliorer le fonctionnement et d'en faire une référence et un phare dans un contexte mondial marqué par d'innombrables défis. Je saisis cette occasion pour transmettre à la Directrice générale les remerciements de la Tunisie, qui lui sait gré de l'intérêt qu'elle n'a cessé de porter à l'évolution de la situation dans le pays après la révolution, comme l'atteste la mise en œuvre de programmes qui continuent de soutenir les efforts nationaux visant à assurer la transition démocratique et à consolider les droits et les libertés. La création d'un bureau de programme en Tunisie a d'ailleurs largement contribué à la formation des jeunes et des médias ainsi que des acteurs de la sécurité et du développement en général.

(3.2) Chers collègues, les domaines d'activité de l'Organisation, fondés sur les grandes valeurs énoncées dans son Acte constitutif, témoignent de la noblesse de son message intellectuel. L'examen du Projet de programme et de budget pour 2014-2015 représente une occasion historique de remédier à la situation actuelle en vue d'assurer une éducation de qualité pour tous, de poursuivre l'édification de la société du savoir, de promouvoir la culture en tant que composante essentielle du développement global et durable, et d'établir un lien entre les progrès scientifiques et technologiques et les exigences du développement. Nous tenons à réaffirmer notre plein appui aux orientations fournies par la Directrice générale en ce qui concerne le rôle unique de chef de file mondial joué par l'UNESCO en matière d'Éducation pour tous, la poursuite du renforcement de l'éducation en vue du développement durable dans le cadre des recommandations de la Décennie des Nations Unies sur la question, et la promotion de l'enseignement et de la formation techniques et professionnels en vue d'améliorer les compétences, qualifications et capacités des futures jeunes

générations et, partant, de répondre aux besoins de la période à venir et de faire face aux défis au moyen de l'approche multipartite illustrée par les Objectifs du Millénaire pour le développement. Nous avons en outre pris acte du lancement, par le Secrétaire général de l'ONU, de l'Initiative pour l'éducation avant tout, qui témoigne de son vif intérêt pour l'éducation.

(3.3) Nous sommes fiers que la Tunisie fasse partie des dix pays pilotes visés par cette initiative, et nous nous emploierons à faire aboutir cette dernière au moyen d'activités de recherche et d'analyse consacrées au système éducatif tunisien ainsi que d'activités de communication et d'information qui mettent en évidence les principaux facteurs de qualité et améliorent les produits des systèmes éducatifs sur les plans régional et mondial afin de satisfaire aux exigences de la période à venir. Nous espérons que l'UNESCO réussira à définir une structure organisationnelle pour l'éducation inclusive et de qualité, dans le cadre de laquelle les composantes spécifiques des plans éducatifs évolueraient de manière cohérente et harmonieuse en vue de la réalisation des résultats escomptés du grand programme relatif à l'éducation. Je tiens à saluer la volonté de la Directrice générale de rationaliser les dépenses par la mise au point d'une organisation structurelle opérationnelle et avancée, adaptée à la situation actuelle de l'Organisation. Je me félicite également du processus de réforme qu'elle a engagé afin de renforcer la contribution de l'UNESCO à la création d'un environnement fondé sur la paix, l'inclusion sociale et le dialogue interculturel dans un monde manifestement marqué par l'accélération des transformations sociales. S'agissant des préparatifs de la Conférence générale sur les TIC pour tous, qui se tiendra en Tunisie en novembre prochain, et du rôle que l'UNESCO aspire à jouer dans le développement de la communication et de l'information par le biais des grands programmes figurant dans le Programme et budget pour 2014-2015 et la Stratégie à moyen terme dans tous ses domaines de compétence, nous espérons qu'une délégation de l'UNESCO, présidée par la Directrice générale, participera à cet important événement. Cela ne manquera pas de renforcer le rôle de chef de file de l'Organisation en matière de promotion de la culture numérique et d'édification de la société du savoir.

(3.4) Chers collègues, il convient de saluer ici les efforts de l'UNESCO visant à protéger le patrimoine en général, notamment les programmes et les activités menés dans la ville de Tombouctou, dont les monuments et les bibliothèques ont subi des attaques répétées alors qu'ils représentent – culturellement et intellectuellement – un précieux patrimoine pour l'humanité.

(3.5) Je tiens à souligner que la Tunisie appuie sans réserve les demandes légitimes du peuple palestinien, qu'il s'agisse d'éducation, de culture ou du droit de mener une vie démocratique et libre dans des conditions de sécurité. Il faut adopter une position ferme en ce qui concerne la question de Jérusalem, symbole de la diversité culturelle et de la coexistence intercivilisationnelle et interreligieuse, pour qu'il soit mis un terme aux agissements visant à effacer son identité arabo-musulmane.

(3.6) En conclusion, nous réaffirmons notre attachement indéfectible aux principes et au noble message de l'UNESCO, ainsi que notre volonté constante de soutenir la coopération intellectuelle internationale dans le cadre des programmes de l'Organisation visant à édifier une société humaine capable de bâtir une paix sur le fondement de la solidarité intellectuelle et morale de l'humanité, comme indiqué dans l'Acte constitutif de l'UNESCO. Que la paix soit sur vous.

4.1 **Mr Singh** (India) *in extenso*:

Madam Chair, Madam President of the General Conference, Madam Director-General, distinguished Members of the Executive Board, friends and colleagues, I would like to thank the Director-General for her wide-ranging and inspirational address and congratulate her for her significant achievements since we last met. In recent years, UNESCO has been going through turbulent times, and we at the Executive Board have assembled twice a year to share ideas and thoughts. On the positive side, there is a widely held view that UNESCO is still relevant in today's world, in some ways even more so than it ever was. Its philosophical core and its intellectual underpinning combine morals, ethics and ideals; the UNESCO way is the path of dialogue, debate and discussion. It is the conscience of the whole United Nations system – indeed of the whole world. Over the next fortnight, we will review the Organization's programmes, budgets and partnerships. There will, of course, be differing perspectives and competing priorities, but I would urge that we seek restraint on resources, we should guard against spreading ourselves too thinly or venturing into areas where our efforts may not have a significant impact, and certainly, we should not duplicate the efforts of others.

4.2 Some thought and much discussion has taken place on the subject of reform and restructuring. We have an outline of intent, one that will no doubt generate interest and further discussion, and the Director-General, in her speech, has highlighted several significant steps to meet our severe financial crisis. We have always felt that it is largely the responsibility of the Director-General to suggest the restructuring of the Organization in a way that will best lead to the realizations of the objectives and goals set by the governing bodies. We do find some of the proposed restructuring perhaps at variance with the needs of clarity and expressed objectives. For example, we are not comfortable with the transfer of the open educational resources (OER) and open access (OA) programmes from the Communication and Information Sector to other sectors, but I am sure there will be an opportunity to discuss all this during forthcoming debates.

4.3 I would like to share some thoughts on the subject of education. It is a fact that in the last decade or so, there have been major strides in the field of education; a vastly expanded access to primary education, and a narrowing of gender and other asymmetries. This is no mean achievement, and UNESCO and other agencies of the United Nations system and the community of nations can take pride in this. There is, however, much that remains to be done. Higher participation rates and access have not always been matched by comparable progress in the delivery of quality education services, nor have we been able to stress the crucial importance of value-based education in the emerging global society. In this context, I am glad to report that the category 1 UNESCO institute, the Mahatma Gandhi Institute of Education for Peace and Sustainable Development, which was inaugurated in Delhi by the Secretary-General in November last year, has

started functioning. Let us not forget that the content of education is as important as education itself. We do welcome the United Nations Secretary-General's timely Education First initiative and its focus on quality education. We will work with the initiative in a coordinated, concrete and strategic manner on many fronts and with many partners to meet the education for all (EFA) goals by 2015.

4.4 In the vast and interesting area of culture, UNESCO has long been a leader, a responsibility and an obligation that it continues to discharge. In the areas of intercultural and interfaith dialogue, I would wish it to do more, and emerge in the vanguard of understanding and world peace. The International Decade for the Rapprochement of Cultures (2013-2022) is a vital input for a sane and just global society. Debates and discussions should not only be confined to UNESCO Headquarters but should take place across the world through field offices and in partnership with academic and specialized institutions. World Heritage is what UNESCO is best known for and the World Heritage Convention is almost universally subscribed to.

4.5 In October 2012, at the initiative of the Director-General, the governing bodies, the World Heritage Centre and Member States met for wide-ranging discussions and addressed several concerns, ranging from the quality and consistency of recommendations, asymmetrical treatment at different stages, and varying perceptions and interpretations of role, authority and mandate. Also relevant are the spread and diversity of inscriptions, the processes, the regional composition of personnel from whom advice and recommendations are drawn, and the linkages with specialists and expert institutions in different parts of the world. We hope that the process of dialogue and of bringing about more efficiency, consistency and accountability will continue.

4.6 The 2003 Convention for the Safeguarding of the Intangible Cultural Heritage is entering its second decade. The canvas is vast and the subject is deep but the implementation of the convention seems to have been bogged down in processes and procedures making it pedantic and minimizing its spread and impact. We would do well to review the implementation to make it more inclusive and celebratory. Another extremely important convention is the 1970 Convention on the Means of Prohibiting and Preventing the Illicit Export, Import and Transfer of Ownership of Cultural Property. Surprisingly, it is the only convention under UNESCO which does not have a clearly inscribed implementing mechanism. I understand that in July this year, an extraordinary meeting of States Parties to the Convention will take place, to discuss ways in which it could be made more effective. I hope that this will pave the way for greater cohesion and focus, and initiate steps to address longstanding issues.

4.7 Madam Chair, the Director-General was good enough to quote from one of my poems. I will end with a famous poem by the great Nobel laureate Rabindranath Tagore, changing only one word: replacing "country" by "planet" in the closing line, a poem which sums up beautifully what UNESCO stands for.

*Where the mind is without fear and the head is held high
When knowledge is free
Where the world has not been broken up into fragments
By narrow domestic walls
Where words come out from the depths of truth
Where tireless striving stretches its arms towards
perfection
Where the clear stream of reason has not lost its way*

*Into the dreary desert sand of dead habit
Where the mind is led forward by Thee
Into every widening thought and action
Into that heaven of freedom, my Father, let my planet
awake.*

5.1 **M. Farah** (Djibouti) (Vice-Président pour le Groupe V(a)) *in extenso* :

Madame la Présidente du Conseil exécutif, Madame la Présidente de la Conférence générale, Madame la Directrice générale, Excellences, Mesdames et Messieurs. Je m'adresse à vous au nom du Groupe Afrique, dont les propositions constituent le corps de mon intervention.

(L'orateur poursuit en anglais)

5.2 The current global situation urges UNESCO to respond to situations of extreme urgency, sometimes tragedies. This pressing reality faced by our countries and cultures cannot be ignored. It must guide us in dealing with the imperatives we face if we want to maintain UNESCO's ability to act. This strategy leads us well beyond 2015. We thus need a clear vision for UNESCO on these critical challenges since it is on those challenges that future generations may hold us accountable if we do not address them now.

5.3 In the area of education, the Africa group remains strongly attached to the attainment of the education for all (EFA) goals, particularly in view of the fact that the 2015 targets unfortunately will not be met in the majority of our countries. In addition, we wish to benefit from UNESCO's expertise in designating holistic education policies that will deliver quality and equity to learners as well as being relevant in the socio-economic development of our countries. Teachers are of course important but they are not the only component in a quality education system. It goes without saying that Technical and Vocational Education and Training (TVET) and the fight against illiteracy remain most relevant.

5.4 The Education First initiative is laudable, if it can serve to mobilize international funds. But the groundwork still needs to be undertaken by UNESCO to strengthen its role in this fundamental part of its constitution. A concise delineation of roles between EFA and Education First is essential. We remain particularly unclear about the concept of so-called "*champion countries*". But we must concentrate all our efforts on higher education. Strong higher education systems, equally focused on science teaching, will allow for our sustainable economic development.

5.5 In the science sectors, UNESCO must reinforce research and science infrastructures, particularly in Africa, in all least developed countries (LDCs) and middle income countries. To do so, we must not only work through South-South cooperation but also increase South-North cooperation.

5.6 Therefore, work in the field must be precise and efficient, taking into account local needs, and the expertise of our intergovernmental programmes such as the UNESCO Intergovernmental Oceanographic Commission (IOC) and Man and the Biosphere (MAB) Programme, which have proven their effectiveness. The Africa region also looks forward to learning about progress made in the UNESCO Engineering Initiative (UEI), particularly in capacity-building and the role of women in engineering.

5.7 We cannot talk about the future of science in current and future societies without clearly addressing the current status of humanities and social sciences in

UNESCO. This programme is essential to our mission: both its objects and key issues are at the heart of what constitutes the competence and spirit of UNESCO. Let us take only one success story dating back to the 1950s: when UNESCO asked in 1952 the young Claude Lévi-Strauss to analyse the issue of racism, his book *Race and History* quickly became a reference book. We all know that racism, unfortunately, still exists and UNESCO did not organize the commemoration on 21 March of the International Day of the Elimination of Racial Discrimination.

5.8 Let us take the case of the proposed centre for social transformations and intercultural dialogue: can this new structure positively change our disconcerting observation? So far, it appears to only regroup currently dispersed activities such as foresight, intercultural dialogue and slave routes, the general histories, and the Management of Social Transformations (MOST) Secretariat. It is worth noting that foresight was part of the Social and Human Sciences Sector (SHS) until a few years ago and a devastating audit by the French External Auditor insisted on moving it to the Bureau of Strategic Planning (BSP). Why do we now see a return? Do we need an update on the old audit? The very short concept note introducing the centre, which we only received late last week, does not respond to our core questions. It appears as well that the general histories, and especially their use, have disappeared from the programme of this centre. Honestly, what is the purpose of this centre? In reality, is this not simply another attempt to refocus UNESCO in Paris, while the effort should be the opposite, namely to decentralize its action, particularly in Africa? We already know about the difficulties UNESCO has in implementing its work in the field. Allow me to ask on behalf of the Africa group: if UNESCO intends to favour policy work on the ground, why not organize a technical workshop for MOST in Africa? An African MOST would be much closer to the field reality.

(The speaker continued in French)

5.9 Mesdames et Messieurs, chers amis, le grand programme relatif aux sciences sociales et humaines doit de nouveau renforcer ce qui a été sa composante phare : l'éthique des sciences et des technologies, et notamment la bioéthique. Pensons combien la Déclaration universelle sur le génome humain et les droits de l'homme constituait en 1997 une avancée intellectuelle majeure pour l'ensemble des nations ! Cette Déclaration est devenue un instrument juridique de première importance. Mais d'autres défis éthiques se présentent également et très clairement aujourd'hui, auxquels l'UNESCO doit répondre avec son savoir-faire. Je pense entre autres aux connaissances en médecines traditionnelles, à leur exploration et à leur exploitation par l'industrie pharmaceutique.

5.10 Terminons ce panorama du Secteur des sciences sociales et humaines par son action en faveur de la jeunesse. En la matière, malgré le bon travail des uns et des autres pour la stratégie Afrique, il n'en demeure malheureusement pas moins que le résultat est en deçà des attentes. Je ne peux que constater comme le Groupe préparatoire ad hoc du Conseil exécutif que l'ébauche de stratégie opérationnelle pour la jeunesse de l'UNESCO n'occupe pas la part qui devrait être la sienne.

5.11 S'agissant de la politique de l'UNESCO dans le domaine de la culture, le grand programme IV voit son importance et sa force reposer exclusivement sur des instruments juridiques tels que nos six conventions.

Toutefois, comme l'a indiqué là encore le Groupe ad hoc, il est préoccupant que les réunions statutaires soient en partie financées sur le Fonds d'urgence. Parlant de culture, nous pensons tout particulièrement à la situation du Mali et d'autres pays gravement touchés par les crises majeures d'aujourd'hui. Nous sommes partisans d'un appel à une plus grande mobilisation sur la question du Mali. Nous avons malheureusement assisté à des opérations médiatiques, qui ont créé des attentes à l'égard d'un projet d'un montant de 10 millions de dollars. Ce programme devra désormais devenir réalité avec l'effort et la solidarité de tous. Je voudrais également soutenir la démarche du Groupe des 77 et la Chine concernant la nécessité de renforcer la Convention de 1970.

5.12 Pour ce qui est du grand programme Communication et information, je pense que l'UNESCO doit intensifier ses efforts en faveur de la formation des journalistes et de la liberté de la presse. La libre circulation des informations et des savoirs est la base de toute société démocratique et prospère.

(L'orateur poursuit en anglais)

5.13 Ladies and gentlemen, dear friends, with regard to Priority Africa, and as indicated by the Ad Hoc Preparatory Group, we would have also liked to receive the draft operational strategy on Priority Africa in a timely manner. In addition, the Secretariat does not seem to have fully taken into consideration the outcomes of the discussions and consultations held at various levels as well as the recommendations of the Internal Oversight Service (IOS) on the way forward in the implementation of the Priority Africa programme. For instance, the strategy proposed in document 191 EX/15 has not clearly brought out how to improve the institutional relationship between field offices and Headquarters, how to enhance the resources and capacities of field offices and how to clarify roles and responsibilities, as well as reporting lines. These issues were considered critical for a successful implementation of Priority Africa.

5.14 Dear friends, we believe that this first draft of what could one day be an operational strategy requires further consultations between Member States and the Secretariat. We would like to see that we, the African Member States, are fully involved in preparing the action plan. We need true dialogue to ensure full stakeholder involvement and to ensure that the final document fully responds to the concerns of our continent.

5.15 We express our concern as to UNESCO's financial situation, which has already endangered the most important programmes of our Organization. We will be interested to know what steps are being taken to operate within the current budget.

5.16 Finally, the Africa group underlines all the concerns expressed in the speech that will be delivered by the Group of 77 and China.

(The speaker continued in French)

5.17 Avant de conclure le discours de l'Afrique, je voudrais dire ma stupéfaction qu'un document d'une importance stratégique dans le contexte de crise que nous connaissons et que traverse notre Organisation, un document qui fait le bilan exhaustif de notre mandature, ne nous soit parvenu en langue française que le 10 avril et n'ait été distribué en anglais que le jour même de l'ouverture officielle, le 15 avril, quoique daté du 12 avril. Je veux parler bien sûr du document 191 EX/28 intitulé « Gestion de la crise budgétaire et financière de l'UNESCO : impacts des réformes en cours, des mesures d'urgence et des mesures

structurelles consécutives » préparé par notre Commissaire aux comptes, en l'espèce le Président de la Cour des comptes de la France, nommé par la Conférence générale quand cette fonction était exercée par le regretté Philippe Seguin.

5.18 Chers amis, les questions dont je viens de vous faire part au nom de l'Afrique, l'état présent du monde nous les pose dans l'urgence, et nous devons y répondre de toute urgence. Ces réponses engagent une vision de l'homme, des hommes, des cultures et des peuples. Elles engagent des actes. L'UNESCO est le lieu dans le monde où les actes et la pensée doivent s'engendrer mutuellement de la façon la plus forte et la plus éthique. Elle doit le rester et s'en donner les moyens.

5.19 Lorsqu'elle fut créée, l'UNESCO devait déjà répondre à une urgence : reconstruire une communauté humaine digne de ce nom, sur les ruines du racisme et de l'intolérance, élevés au rang de politique d'État et devenus folie collective. Dès lors, l'UNESCO est le lieu où doit se fonder aujourd'hui plus que jamais une réponse humaine, une réponse responsable, une réponse éthique et efficace à la situation actuelle, dans laquelle l'écran de la crise économique et financière est venu masquer la dimension humaine et morale qui fonde notre institution. Le Préambule de notre Acte constitutif ne stipule-t-il pas « qu'une paix fondée sur les seuls accords économiques et politiques des gouvernements ne saurait entraîner l'adhésion unanime, durable et sincère des peuples et que, par conséquent, cette paix doit être établie sur le fondement de la solidarité intellectuelle et morale de l'humanité » ?

5.20 Les principes sur lesquels repose notre Acte constitutif sont donc plus que jamais actuels. En d'autres termes, comme le disait Lacordaire, « entre le faible et le fort, c'est la liberté qui opprime et la loi qui protège ». D'où l'importance pour les trois organes de l'UNESCO de respecter le Statut et Règlement du personnel tels qu'adoptés par la Conférence générale. L'UNESCO, chers amis, est la forge d'une telle loi. Des lois véritables, car réellement porteuses de la liberté de penser, la liberté de créer, la liberté de vivre. Nos ONG à l'UNESCO peuvent être aussi l'outil qui véhicule ce message. Nous devons les respecter dans leur statut et les renforcer. Ce sont donc les peuples et eux seuls, sans distinguer ceux des grands et petits pays, qui font la grandeur de notre Acte constitutif, quand il stipule dès sa première ligne que les gouvernements des États parties à la présente convention, au nom de leurs peuples, déclarent que les guerres prenant naissance dans l'esprit des hommes, c'est dans l'esprit des hommes que doivent être élevées les défenses de la paix.

5.21 L'humanisme ne commence pas aux limites de l'espèce humaine mais avec la protection de la diversité des cultures, des langues et des religions. C'est tout cela qui se joue actuellement au Mali et doit être impérativement protégé. C'est avec le même esprit et la même détermination que doit être assurée la protection des espèces naturelles, animales, végétales et minérales. L'égalité entre les hommes se décide aussi en protégeant l'eau, l'air et le sol des logiques privatives et polluées. Ce principe de précaution n'est pas seulement éthique : il est théorique. Il doit devenir pratique. Nos amis d'Amérique latine nomment cet enjeu, à la fois humain et naturel, le « bien-vivre » : il témoigne d'une sagesse qui se dit, se pense et se défend différemment selon nos cultures et nos langues. Ce sont souvent les plus fragilisées d'entre elles qui nous le disent. Aussi, le premier devoir global devrait être la modestie, en raison de la faiblesse structurelle du budget de l'UNESCO, mais une modestie à laquelle doit succéder une action concrète.

5.22 Chers amis, l'extrémisme prend plusieurs masques, qui sont tous porteurs de terreur et doivent être arrachés. Mais on sait bien que l'on peut très vite en venir à qualifier d'extrémiste jusqu'à notre voisin, et c'est pourquoi nous ne devons pas le combattre avec ses propres armes, qui finissent toujours par faire s'entrechoquer les uns contre les autres des populations naguère fraternelles. D'où l'importance des actions concrètes qu'entreprennent nos pays d'Afrique dans le domaine de la culture de la paix et de la non-violence. Cet extrémisme, nous devons le combattre avec nos outils et nos forces : celles du dialogue, de la connaissance, mais plus que tout de l'éducation. L'éducation seule saura donner aux peuples, mais d'abord à chacun, de quoi lutter contre les tentations des simplismes porteurs de violence.

5.23 Vivre ensemble, voilà ce à quoi nous devons œuvrer, de toutes les forces que l'UNESCO peut prétendre nous offrir, peut prétendre offrir au monde. J'appelle donc l'UNESCO à rester plus que jamais fidèle aux principes fondamentaux qui justifient l'affirmation de sa spécificité. Rappelons les mots très forts par lesquels Ellen Wilkinson, Ministre britannique de l'éducation et l'une des mères fondatrices de l'UNESCO, évoquait en novembre 1946 : « *ce sens extraordinaire de la coopération et de l'unité dans la diversité dont ont témoigné des hommes et des femmes qui se réunirent, certains revenant à peine du front, du maquis, de camps de concentration et des différentes armées en lice, des enseignants, des scientifiques qui pouvaient enfin parler dans la liberté que Londres leur offrait* ». Tout cela a été fait contre « *le reniement de l'idéal démocratique, de dignité, d'égalité et de respect de la personne humaine* ». Merci.

6.1 **G-n Икрамов** (Ouzbékistan) *полный текст*:

Благодарю Вас, уважаемая госпожа Председатель! Дамы и господа, прежде всего, позвольте от имени нашей делегации искренне поблагодарить делегацию Казахстана за прекрасный концерт «Мелодии великой степи», которым был ознаменован старт Международного десятилетия сближения культур (2013-2022).

(6.1) **M. Ikramov** (Ouzbékistan) *in extenso*
(traduit du russe) :

Je vous remercie, Madame la Présidente. Mesdames, Messieurs, avant toute chose, permettez-moi, au nom de notre délégation, d'adresser mes sincères remerciements à la délégation du Kazakhstan pour le magnifique concert « Mélo­dies de la grande steppe » qui a marqué le lancement de la Décennie internationale du rapprochement des cultures (2013-2022).

(L'orateur poursuit en anglais)

6.2 Madam President of the General Conference, Madam Chair of the Executive Board, Madam Director-General, distinguished Members of the Executive Board, ladies and gentlemen, Uzbekistan supports the guiding principles for the Draft Medium-Term Strategy (37 C/4) and Draft Programme and Budget (37 C/5), particularly the replacement of intersectoral platforms by flexible mechanisms in programme implementation. The table on the relevance of new UNESCO functions at various levels provides a clear picture of operational activities. However, some clarification is needed regarding the proposed innovations for better programme coherence and visibility.

6.3 We welcome the Director-General's initiatives in further support of social and human sciences and particularly the mobilization of the Management of Social Transformations (MOST) Programme for fostering social

inclusion and intercultural dialogue. In fact, the MOST National Committee of Uzbekistan, established in 1997, is addressing through its action the issues of social transformation and intercultural dialogue for the purpose of developing an inclusive society. This is already in practice. In this regard, under strategic objective 6, we support the creation of the new centre for social transformations and intercultural dialogue, which will serve as a secretariat for the MOST Programme. However, the respective draft resolution of the document 37 C/5 Volume 1 does not contain information on such practiced institutionalization of the Programme. Moreover, 37 C/5 Volume 2 does not indicate any human resources, legal and financial implications related to the operation of such a centre. There is only information that the budget appropriation for such a centre will be almost equal to the budget appropriation of the World Heritage Centre. The expectation is that the centre will really work as a network of national committees of the MOST Programme and the respective category of institutions in the fields of social and human sciences, and culture.

6.4 Uzbekistan also supports innovation in the integration of activities on information and communication technologies (ICT) in education, and open educational and scientific information. However, we find that the expected outcomes, such as access to quality learning, are reflected under Strategic Objectives 1 and 9. Bearing in mind that performance indicators and benchmarks are based on expected results, we have to avoid the potential duplication of activities under Major Programme I and Major Programme V.

6.5 We appreciate that document 37 C/4 focuses on developing a cooperation platform between respective culture conventions and documentary heritage preservation activities. In fact, this is in line with the recommendation of the World Heritage Committee meeting in Seville with the Intergovernmental Committee for the Safeguarding of the Intangible Cultural Heritage, which was held in Abu Dhabi, and the meeting of the International Advisory Committee of the Memory of the World Programme, which was held in Canberra, Australia. Expected outcomes under strategic objectives 7 and 8 anticipate challenging tasks for the Secretariat of the 2003 Convention. In this respect, adequate human and financial resources should be foreseen in draft document 37 C/5 to support the Secretariat of the 2003 Convention.

6.6 Distinguished Members of the Executive Board, our delegation expresses deep appreciation for the efforts of the Director-General in the implementation of the decisions of the 36th session of the General Conference. The format and content of document 191 EX/4 reflects the achievements of our Organization within the framework of the proposed roadmap under the existing financial constraints. However, we would like to share our concerns regarding reducing programme delivery at the national level despite the recommendation of the independent external evaluation on positioning UNESCO closer to the field. We need to stress that benchmarks of expected results under document 36 C/5 Approved are very much related to the Organization's activities in Member States.

6.7 In light of the above-mentioned considerations, it is important to observe that the field offices report attached to document 191 EX/4 contains the set of collaborative activities with National Commissions. These activities should be further supported to create favourable conditions for successful implementation of the draft action plan for cooperation between the Secretariat, Permanent

Delegations and National Commissions, proposed in document 191 EX/33.

6.8 It is also important to stress that document 191 EX/14.INF contains explicit information on the contributions of some UNESCO category 2 centres to the strategic programme objectives of the Organization. The Secretariat should further explore the unique features of such centres, since their additional intellectual and financial sources could be utilized for enforcing UNESCO's programme areas. For example, the substantial contribution of the International Institute for Central Asian Studies, established in 1995 as the outcome of UNESCO's ten-year project entitled "Silk Roads: Roads of Dialogue" in Samarqand, Uzbekistan, could contribute to the proposed strategic objective 7 of the Draft Medium-Term Strategy (37 C/4).

6.9 Madam Director-General, great visibility and credibility of UNESCO at the grass-roots level is provided by Participation Programme (PP) projects. For the time being, according to document 191 EX/4, only 67% of the overall appropriation for the PP for the current biennium under implementation. In our view, it is important to continue supporting PP activities. While understanding the proposal on reducing the total number of PP projects per Member States, we should not reduce the total budget appropriation for it. The Draft Programme and Budget (37 C/5) proposes allocating a little less than \$16,000,000 to direct programme costs (almost \$2 million less than in document 36 C/5) and in 1998-1999, we had \$24 million for PP direct operational costs. Therefore, our delegation has submitted a draft resolution on keeping at least the same budget appropriation for the Participation Programme as in 36 C/5 Approved, and we do hope the Executive Board will support this proposal. Thank you very much for your attention.

7.1 **Ms Yalwaji Katagum (Nigeria) in extenso:**

Excellencies, dear colleagues, we thank the Director-General for all her efforts in keeping the Organization at work in the face of the financial crisis. The results of her efforts have been critical at this time of great difficulties and uncertainties. Her drive for funds for the implementation of programmes, the creation of the Emergency Fund, the savings and the seeking of funds from Member States and other extrabudgetary sources have gone a long way to keeping us in business. Let me also commend the Director-General for her prompt action in Mali, a sister country in our subregion.

7.2 Nigeria greatly values its close cooperation with UNESCO as a key agency for development. With our teeming young population, we have placed a premium on literacy, quality education, and technical and vocational education and training (TVET) at all levels as instruments of the socio-economic empowerment of the people. We therefore eagerly look forward to the effective take-off of the Education First initiative to provide that "*last push*" towards 2015. We have recently, in collaboration with the UNESCO Institute of Lifelong Learning (UIL), set up 10 innovative fellowships to strengthen capacity in literacy. Just last week, our government approved a six-tier National Vocational Qualification Framework to provide pathways to TVET for young people with skills relevant to the labour market. The recent hosting of the African Regional Working Group of Experts meeting on Promoting Investment in Sport and Physical Education Programmes was Nigeria's contribution towards MINEPS V. We endorse the high priority accorded to science, technology and innovation (STI), for which we have commenced dialogue with the Organization with a view to articulating new projects that will make an impact on

the lives of the citizens. Nigeria looks forward to hosting the Global Forum for Partnerships on Media and Information Literacy in June – another subject that is very close to our hearts.

7.3 Dear colleagues, the Draft Medium-Term Strategy (37 C/4) proposed by the Director-General has largely taken into consideration the discussions of the last Executive Board and incorporated a number of structural improvements and cost-saving measures. We must ensure that this strategy remains visibly the "*rolling strategy*" that it is intended to be, to make it readily adjustable to the frequent changes in our fast-moving world.

7.4 On document 37 C/5, while we thank the Director-General and the Secretariat for reflecting the suggestions and recommendations made by the Board, we note several issues that call for comments. For example, we wonder about the disbanding of the Bureau of Field Coordination (BFC) at a time when we are busy trying to strengthen action in the field. While we welcome the inclusion of culture as a leitmotiv in all UNESCO programmes, we regret the continuing reduction in staff and wonder if even now, the Organization still has the critical mass it needs to perform efficiently.

7.5 In the same vein, we are rather disturbed by the new super expert who has been promised in the sciences, for the field offices. I mean the two-handed specialist, who on the one hand will be capable of offering services to Member States in the natural sciences, and on the other hand will represent the Organization in the social sciences; properly capable of seriously interacting with high-level specialists from other organizations of the United Nations system, as well as national specialists from Member States. We look forward to receiving further information on this proposal.

7.6 Dear colleagues, after some 20 years of lack of understanding about meanings, roles, lines of authority and modes of operation, after a very efficient review and evaluation and the presentation of a well-prepared report, well-garnished with suggestions and recommendations for action, we would like to thank the Director-General for her proposals for the operational strategy for Priority Africa. However, while the inclusion of flagship programmes is welcome, even if some adjustments are required here and there, the strategy itself hardly presents something new. The Director-General has resolved to give fresh impetus to Priority Africa but how can we, in planning for 2014-2021, retain the same old functions of the Africa Department as those contained in the Director-General's Ivory Notes of June and December 2011? And here I am quoting from the document: Has nothing changed since the evaluation? What would be the line of authority and coordination between the Africa Department and the Programme Sectors? What is the overall monitoring and evaluation mechanism for the strategy? We need to know more and we need to be assured that this time we shall get it right. Otherwise, how can we be sure that in the next 20 years, with UNESCO contributing its quota, Africa would have moved forward and that by then, Africa would no longer need to be UNESCO's super priority?

7.7 On document 191 EX/4, we thank the Director-General for the vastly improved quality of the report. From some of the challenges and lessons learned, we note the improvement recorded by staff of all sectors in fundraising, to ensure the implementation of some threatened programmes and activities. The result of this improved skill is recorded in the level of donor and extrabudgetary funds raised, compared with available regular programmes.

However, care should be taken that the increasing dependence on extrabudgetary funds does not in any way impinge on the integrity of UNESCO's priorities and programmes.

7.8 This leads me to the question of the budget of the Organization. For several biennia the resources of the Organization have not just been stagnant, but have in reality diminished in value. We believe a token increase in the budget, however small, will enhance further the Organization's capacity for efficient and meaningful service to its Member States and to the cause for which it was founded.

7.9 Finally, my delegation supports the statement, read on behalf of Group V (a) by the Ambassador of Djibouti. I thank you all for your kind attention.

٨.١ السيد السبتي (الملكة العربية السعودية) *النص الكامل*:

بسم الله الرحمن الرحيم، السيدة رئيسة المجلس التنفيذي، والسيدة رئيسة المؤتمر العام، السيدة المديرة العامة لمنظمة اليونسكو، السيدات والسادة أعضاء المجلس التنفيذي، السيدات والسادة، السلام عليكم ورحمة الله وبركاته، أستهل كلمتي هذه بتقديم صادق التعازي لسعادة السفير الأمريكي الممثل لحكومته وللشعب الأمريكي الصديق كافة، بشأن الاعتداء المؤسف الذي حدث في مدينة بوسطن الأمريكية مساء أمس، ونخص بالعزيز أسر الضحايا الأرباء، ولقد أكدت المملكة العربية السعودية مرارا إنها تستنكر أي عنف أو اعتداء وإن العنف والتطرف لا دين ولا لون محدد لها ولذا يجب أن نحاربها جميعاً.

٨.٢ السيدات والسادة، تنعقد هذه الدورة الحادية والتسعون بعد المائة من أعمال المجلس التنفيذي، ومنظمة اليونسكو تدرس وثيقتين هامتين هما الاستراتيجية المتوسطة الأجل (٤/م)، والبرنامج والميزانية (٥/م)، في وقت تواجه فيه اليونسكو عدداً من التحديات الخارجية والداخلية، لعل من أبرزها الاعتماد على اليونسكو في المساهمة في بناء نظام عالمي يحقق العدالة والتنشئة الاجتماعية السليمة للأجيال القادمة. ومن هذا المنطلق فإن الأزمة المالية التي تواجهها اليونسكو هي فرصة للمنظمة لإعادة النظر في هيكلها الإداري وتقليص النفقات وتحديد أولوياتها للوصول إلى يونسكو جديدة أكثر فاعلية وحيوية. نحن في المملكة العربية السعودية نؤمن أن دور اليونسكو لا بد أن تعزز قناعات الدول بهذا الدور الحيوي والمهم الذي تقوم به منظماتنا العريقة اليونسكو. هذه القناعات تتشكل وتبرز من خلال تقديم الدعم المالي والفني والمعنوي لبرامج المنظمة، وتسهيل عملية التفاعل داخل الدول، وتقديم المعلومات الدقيقة في الوقت المناسب، وذلك لإتاحة بناء الخطط والاستراتيجيات الفعالة، وصناعة المشاريع.

٨.٣ وإن الأزمات التي يمر بها العالم والصراعات القائمة في كثير من المناطق بين الدول أو داخل بعض الدول تجعل مسؤولية اليونسكو أكبر، ودورها أهم خصوصاً فيما يتعلق بمجالات عملها المتمثلة في التربية والثقافة والعلوم والتقنية، وتلك هي المجالات الأكثر حيوية في حياة الشعوب. واليونسكو هي الهيئة الأممية الأولى التي تعنى بالتربية والثقافة والعلوم، ونحن إذ نعمل في وزارة التربية والتعليم في بلادنا على تحقيق أهداف التعليم للجميع، نتشارك مع دول المنطقة في بناء وتنفيذ عدد من البرامج لتحقيق هذه الأهداف. وبهذه المناسبة، ندعو اليونسكو إلى دعم المكاتب الميدانية بالخبرات المهنية القادرة على تحقيق رسالتها، ومن ذلك أدعو إلى المسارعة إلى تعيين مدير لمكتب اليونسكو في الدوحة من الخبرات العربية العارفة بأجواء المنطقة ومتطلباتها.

٨.٤ السيدات والسادة، تحتفل منظمة اليونسكو هذا العام بالسنة الدولية للتقارب بين الثقافات الذي أعلنته الجمعية العامة للأمم المتحدة، من خلال تسليط الضوء على مجموعة من الممارسات الجيدة التي تعنى بالجهود في مجال الحوار بين الثقافات وكذلك الحوار بين أتباع الأديان لتحقيق التعددية الثقافية على المستوى الوطني والإقليمي والدولي، وتشجيع المبادرات الإقليمية لمواجهة التطرف والتعصب، وتحقيق السلم المستدام في حالات ما

بعد النزاع، واستخدام التراث الثقافي المشترك كوسيلة للمصالحة بين الشعوب. وفي هذا السياق تستضيف المملكة العربية السعودية مؤتمراً دولياً للحوار بين الشباب في شهر كانون الأول/ديسمبر القادم حيث سيتحاور حوالي مائة شاب وشابة ممثلين لمختلف قارات وثقافات العالم حول سبل بناء مستقبل مشرق لتعزيز لغة الحوار والتعايش السلمي، تحقيقاً للمحور الثالث من المحاور التي حددها تقرير اليونسكو "تعلم العيش معاً" وبلادي المملكة العربية السعودية، أيها السيدات والسادة، بقناعة وإيمان من قيادتها، تواصل إسهامها في نشر ثقافة السلام والحوار على مختلف الأصعدة، الوطنية والإقليمية والعالمية، وخدام الحرمين الشريفين الملك عبد الله، يؤكد دوماً على ضرورة تعزيز الحوار بين الحضارات وأتباع الديانات المختلفة. ولذا، فإن المملكة العربية السعودية قد دعمت وشكل كبير برامج الحوار العالمي بالاشتراك مع اليونسكو عبر إنشاء مراكز محلية، وعالمية، ومن ذلك مركز الملك عبد الله العالمي للحوار بين أتباع الأديان والثقافات في العاصمة النمساوية فيينا، وهو ما أشارت إليه بالأمس مشكورة سعادة سفيرة النمسا في خطابها أمام مجلسكم الموقر. وفي هذا السياق، نحتاج إلى إيضاح عن فكرة إنشاء مركز لليونسكو للتحويلات الاجتماعية والحوار: ما الذي سيقوم به وكيف سيحقق التكامل مع بقية قطاعات اليونسكو الأخرى وما هي القيمة المضافة لهذا المركز.

٨.٥ السيدة رئيسة المجلس التنفيذي، السادة والسيدات، إن التريث الذي ارتضته أغلبية أعضاء المجلس عبر التصويت في الدورة الماضية بشأن القرارات الفلسطينية يدفعنا الآن إلى التساؤل حول نتائج ذلك التريث والجدوى التي قدمها للأرض المحتلة وللإنسان الفلسطيني المسلم والمسيحي في تلك الأراضي التي تعاني من صعوبات متعددة، والانتهاكات الإسرائيلية للمقدسات متواصلة رغم كل الاحتجاجات والقرارات التي صدرت عن المنظمات الدولية ومنها منظماتنا اليونسكو. ونحن نشارك الدول العربية والإسلامية والدول الصديقة اهتمامها وآمالها ببعثة الخبراء التي يقترح أن تزور القدس، بناء على قرار لجنة التراث العالمي في برازيليا، لتقديم تقرير وافٍ عن حالة الأوضاع هناك على الأرض. وعلى ضوء ذلك، يمكن لمنظمتنا اتخاذ الإجراء المناسب لتحقيق الأمن والعدالة والسلام التي هي حق لكل شعوب الأرض، ولحماية التنوع الديني والثقافي لمدينة القدس الذي هو الخاصية الكبرى والعظمى لهذه المدينة المقدسة. ومن هنا فنحن نستشرف مع سعادة سفير فلسطين صباح هذا اليوم من تقديم تنازلات كبيرة فقط لأجل تسهيل مهمة زهاب البعثة وتأكيد قناعتنا العربية بأهميتها وجدواها. وفي هذا السياق، ألفت انتباه أعضاء المجلس الموقرين إلى أن المملكة العربية السعودية قد تبرعت قبل أسبوعين بقرابة ٣ ملايين دولار لمنظمة اليونسكو لدعم برنامج طلاب الجامعات الفلسطينية المتمثل في إنشاء اثنتي عشرة مكتبة جامعية في كل من قطاعي غزة والضفة الغربية، وهي خطوة سعودية تؤكد مجدداً الإيمان برسالة اليونسكو وبأهمية دعم فلسطين كي يحصل شعبها على حقوقه الإنسانية الأساسية.

٨.٦ وختاماً أيها السيدات والسادة، أتمنى لمجلسكم الموقر كل التوفيق للوصول إلى القرارات التي نتطلع إليها جميعاً، أملاً في بناء مستقبل مشرق ينعم فيه الجميع بما أنتجته البشرية من تقدم علمي وتقني. كما أثنى لرئيسة المجلس التنفيذي السيدة أليساندرا كمنز ولأمين المجلس السيد مايكل ميلوارد والفريق العامل معهما على جهودهم في تسيير أعمال هذا المجلس بأعلى قدر من الإيجابية والفعالية التي ننشدها منه. كما لا يفوتني الشكر للسيدة إيرينا بوكوفا، المديرة العامة لليونسكو والفريق العامل معها على الجهود المبذولة لارتقاء بمنظمتنا، والسلام عليكم ورحمة الله وبركاته.

(8.1) **M. Al Sabti** (Arabie saoudite) *in extenso*
(traduit de l'arabe) :

Au nom de Dieu, le Clément et le Miséricordieux, Madame la Présidente du Conseil exécutif, Madame la Présidente de la Conférence générale, Madame la Directrice générale de l'UNESCO, Mesdames et Messieurs les membres du Conseil exécutif, que la paix ainsi que la miséricorde et la bénédiction de Dieu soient sur vous. Je voudrais

commencer par présenter mes plus sincères condoléances à l'Ambassadeur des États-Unis d'Amérique, qui représente ici son gouvernement ainsi que l'ensemble du peuple américain ami, suite au terrible attentat survenu hier après-midi à Boston. Nos condoléances vont surtout aux familles des victimes innocentes. À ce sujet, l'Arabie saoudite a condamné à maintes reprises toutes les formes de violence et d'agression. La violence et l'extrémisme ne sont le propre d'aucune religion ni d'aucune couleur, et c'est pourquoi nous devons tous les combattre.

(8.2) Mesdames et Messieurs, la 191^e session du Conseil exécutif est l'occasion pour l'UNESCO d'examiner deux documents importants, à savoir la Stratégie à moyen terme (C/4) et le Programme et budget (C/5), à un moment où elle doit faire face à un certain nombre de défis internes et externes, notamment la nécessité pour l'Organisation de participer à la mise en place d'un ordre mondial qui garantisse la justice et un développement social viable pour les générations futures. La crise financière que traverse l'Organisation lui offre l'occasion de revoir sa structure administrative, de réduire ses dépenses et de définir des priorités qui débouchent sur une UNESCO nouvelle, à la fois plus efficace et plus dynamique. L'Arabie saoudite considère que les pays qui croient au rôle important, voire crucial, de notre auguste Organisation doivent soutenir cette dernière en fournissant un appui financier, technique et moral à ses programmes, en facilitant les interactions à l'intérieur des pays et en présentant des informations précises en temps voulu, ce qui permettrait de concevoir des projets et d'élaborer des plans et des stratégies efficaces.

(8.3) Du fait des crises que le monde connaît aujourd'hui et des conflits en cours dans de nombreuses régions, soit entre pays, soit au sein de certains d'entre eux, la responsabilité de l'UNESCO est plus lourde et son rôle plus important, notamment dans ses domaines d'activité que sont l'éducation, la culture, les sciences et la technologie, des domaines d'une importance capitale dans la vie des peuples. L'UNESCO étant le principal organisme des Nations Unies responsable de l'éducation, de la science et de la culture, le Ministère saoudien de l'éducation et de l'enseignement s'emploie à réaliser les objectifs de l'Éducation pour tous, et nous participons, avec les pays de la région, à l'élaboration et à l'exécution d'un certain nombre de programmes pour atteindre ces objectifs. Nous invitons donc l'Organisation à doter les bureaux hors Siège des compétences professionnelles nécessaires à la réalisation de sa mission, et à désigner rapidement le Directeur du Bureau de l'UNESCO à Doha en choisissant parmi les personnalités arabes compétentes qui connaissent la situation et les besoins de la région.

(8.4) Mesdames et Messieurs, l'UNESCO célèbre l'Année internationale du rapprochement des cultures, proclamée par l'Assemblée générale des Nations Unies, en mettant en lumière un ensemble de bonnes pratiques relatives au dialogue interculturel et interreligieux, l'objectif étant d'assurer le pluralisme culturel aux niveaux national, régional et international, d'encourager les initiatives régionales visant à contrer l'extrémisme et le fanatisme, d'instaurer une paix durable dans les situations de post-conflit, et d'utiliser le patrimoine culturel commun pour favoriser la

réconciliation entre les peuples. À ce propos, l'Arabie saoudite accueillera, en décembre prochain, une Conférence internationale sur le dialogue entre les jeunes. Une centaine de jeunes des deux sexes, représentant tous les continents et les différentes cultures dans le monde, y participera pour débattre des moyens de bâtir un avenir radieux qui renforce le dialogue et la coexistence pacifique et qui permette d'« apprendre à vivre ensemble », cette notion étant l'un des trois piliers abordés dans un rapport de l'UNESCO. L'Arabie saoudite, forte de la conviction et de la volonté de ses dirigeants, poursuit son action visant à propager une culture de la paix et du dialogue sur les plans national, régional et international, et le Serviteur des deux Lieux saints, le Roi Abdallah, réaffirme en permanence la nécessité de consolider le dialogue intercivilisationnel et interreligieux. C'est pourquoi l'Arabie saoudite, en partenariat avec l'UNESCO, a apporté un large soutien aux programmes encourageant le dialogue international, en créant des centres locaux et internationaux, tels que le Centre international du Roi Abdallah pour le dialogue interculturel et interreligieux, établi à Vienne. L'Ambassadrice de l'Autriche a mentionné ce centre dans son allocution d'hier devant le Conseil, et je l'en remercie. À ce sujet, nous aimerions avoir quelques précisions sur la proposition de créer un centre UNESCO pour les transformations sociales et le dialogue interculturel, notamment sur la mission du centre proposé, la façon dont son action compléterait celle des Secteurs de l'UNESCO, et la valeur ajoutée qu'il apporterait.

(8.5) Madame la Présidente du Conseil exécutif, Mesdames et Messieurs, les atermoiements de la majorité des membres du Conseil durant le vote sur les décisions concernant la Palestine lors de la dernière session nous amènent à nous interroger sur les résultats de ces atermoiements et leur utilité pour les territoires occupés et les Palestiniens – musulmans et chrétiens – qui vivent dans ces territoires en proie à de nombreuses difficultés et à d'incessantes violations israéliennes visant des lieux saints, malgré toutes les protestations et résolutions des organisations internationales, dont l'UNESCO. Nous partageons l'intérêt et les espoirs des pays arabes et musulmans et des pays amis concernant la mission d'experts censée se rendre à Jérusalem, conformément à une résolution du Comité du patrimoine mondial adoptée à Brasilia, en vue d'établir un rapport complet consacré à la situation sur place. Dans ce contexte, l'UNESCO pourrait prendre les mesures voulues pour assurer la sécurité, la justice et la paix auxquelles ont droit tous les peuples de la Terre, ainsi que la protection de la diversité religieuse et culturelle de Jérusalem, qui est la principale et plus importante caractéristique de cette ville sainte. C'est pourquoi l'Ambassadeur de la Palestine et moi-même envisageons ce matin de faire d'importantes concessions dans le but de faciliter l'envoi de la mission, mais aussi pour bien montrer que le monde arabe croit en l'importance et l'utilité de cette dernière. À ce propos, je tiens à informer les membres du Conseil que l'Arabie saoudite a versé à l'UNESCO, il y a deux semaines, un don de près de 3 millions de dollars pour soutenir un programme d'assistance aux étudiants universitaires palestiniens visant à créer 12 bibliothèques universitaires dans la bande de Gaza et en Cisjordanie, réaffirmant ainsi à nouveau son attachement au message de l'UNESCO ainsi que la

nécessité d'aider le peuple palestinien à recouvrer ses droits humains fondamentaux.

(8.6) Pour conclure, je souhaite plein succès au Conseil et j'espère qu'il adoptera les décisions que nous attendons de lui, ce qui permettrait de bâtir un avenir radieux dans lequel tout un chacun bénéficierait des progrès scientifiques et technologiques. Je tiens à remercier la Présidente du Conseil exécutif, Mme Alissandra Cummins, le Secrétaire du Conseil, M. Michael Millward, et leur équipe pour les efforts qu'ils déploient afin que les travaux du Conseil se déroulent dans les meilleures conditions possibles, notamment en termes d'efficacité. Mes remerciements vont également à la Directrice générale de l'Organisation, Mme Bokova, et à son équipe pour leurs efforts visant à faire progresser l'Organisation. Que la paix ainsi que la miséricorde et la bénédiction de Dieu soient sur vous !

9.1. **Sr. de Barandica y Luxán (España) in extenso:**

Señora Presidenta de la Conferencia, señora Presidenta del Consejo, señora Directora General, señores y señoras Delegados Permanentes: España suscribe la intervención del Delegado Permanente de Dinamarca en nombre de la Unión Europea y agradece a la Directora General los proyectos de Estrategia a Plazo Medio y de Programa y Presupuesto que nos ha presentado. Reconocemos su compromiso de reformar la Organización incorporando las recomendaciones que le hizo el Consejo. Somos conscientes de que las actuales circunstancias presupuestarias han supuesto una dificultad añadida para acometer el programa de reforma y han obligado a limitar su alcance y recortar gastos. Nos satisface ver en los proyectos que presenta su empeño en: concentrar programas, reduciendo objetivos; establecer prioridades de la Organización; posicionarla cerca del terreno para ser más eficaz; fomentar una cultura de resultados; resaltar el liderazgo de la Organización en sus esferas de competencia; crear partenariados y asociaciones con el sector privado; y fortalecer su participación en el sistema de las Naciones Unidas y evitar la duplicación de actividades. Desde tales premisas estudiaremos la propuesta de creación de un Centro para las Transformaciones Sociales y el Diálogo Intercultural. Señora Directora General: España altamente valora y agradece su rápida reacción y la manera en que ha sabido ejercer su liderazgo al viajar a Malí, aprovechando la invitación del Presidente de la República Francesa, para reafirmar el papel de la UNESCO en la importante labor de protección y restauración del patrimonio cultural afectado por situaciones de conflicto armado, así como sus esfuerzos por hacer posible una misión técnica conjunta a Jerusalén sobre la que acabamos de tener noticias esperanzadoras. Huelga decir que España está comprometida con los valores del multilateralismo y, en dicho contexto, deben situarse la presentación de nuestra candidatura al Consejo de Seguridad de las Naciones Unidas, como miembro no permanente para el bienio 2015-2016, nuestro compromiso con los Objetivos de Desarrollo del Milenio tan vigente hoy como siempre y nuestra participación activa en el debate global para definir los que se enmarcarán en la agenda para el desarrollo posterior a 2015, ofreciendo la dilatada experiencia de España en materia de cooperación para el desarrollo. Así lo declaró el Presidente del Gobierno, Señor Rajoy, el pasado día 4 de abril durante la Reunión de Alto Nivel sobre Hambre, Seguridad Alimentaria y Nutrición, celebrada en nuestro país, y en la que usted, señora Directora General, tuvo ocasión de representó a la UNESCO. Prueba de ello es el

Fondo PNUD-España para el logro de los ODM, que ha financiado 130 programas en 50 países y beneficiado a más de 20 millones de personas. La UNESCO, como coordinadora del área de cultura, ha tenido un papel esencial. Asimismo, el recientemente aprobado IV Plan Director de Cooperación Española para 2013-2016 refleja nuestra apuesta por los valores de la cooperación al desarrollo y plasma el compromiso de España con la agenda para el desarrollo posterior a 2015.

9.2 España reitera su decisión de reforzar su cooperación con UNESCO, pese a la difícil situación económica. Esa voluntad se ha manifestado en las decisiones de la última Comisión mixta España-UNESCO y se ha materializado en proyectos específicos en áreas prioritarias de nuestra cooperación -América Latina, Magreb, África Subsahariana- y en sectores donde la participación española ofrece a la UNESCO un valor añadido, como el patrimonio y la oceanografía. En este contexto, me complace tener en mis manos la publicación *Cultura y desarrollo. Gestión de conocimientos*, resultado del relevante trabajo que en los últimos años ha desarrollado en este ámbito la Organización con el impulso y apoyo de España. Esperamos con interés el Congreso Internacional "Cultura: Clave para el desarrollo sostenible", que se celebrará en China, en mayo, y el debate que tendrá lugar en junio en la Asamblea General sobre cultura y desarrollo, en los que se dará seguimiento a esta iniciativa promovida por España. La cooperación de España con la UNESCO emana de la creencia en la importancia fundamental de los ámbitos que integran su mandato: la educación, la cultura, las ciencias y la comunicación. En relación con la cultura, España mantiene su apoyo a las convenciones y a los esfuerzos de la Organización para su impulso y aplicación. Sin olvidar las convenciones sobre el tráfico ilícito de bienes culturales y el patrimonio mundial, de crucial importancia, España viene demostrando especial interés por impulsar el pleno desarrollo de las más recientes, especialmente la relativa al patrimonio cultural subacuático. España impulsa además, desde 2008, el programa temático sobre Evolución humana, en el marco de la Convención del Patrimonio Mundial. La educación tiene un papel vital para el desarrollo humano y España apoya con convicción los esfuerzos de la UNESCO para lograr su universalización. Resalto el apoyo español a la iniciativa "La Educación ante todo" y al muy importante trabajo de la UNESCO para reforzar las capacidades de los docentes y la calidad de la educación en Iberoamérica y África, así como nuestro intenso apoyo a la Oficina Regional de Educación de la UNESCO para América Latina y el Caribe. España, comprometida con la igualdad de la mujer en todos los niveles educativos y con la escolarización de las niñas en los países desfavorecidos, se congratula por la puesta en marcha del programa "Apoyemos a Malala". En lo que respecta a las ciencias exactas y naturales, España se precia de su apoyo al Programa sobre el Hombre y la Biosfera, a la Comisión Oceanográfica Intergubernamental y a la División de Políticas Científicas y Creación de Capacidades, así como a proyectos de capacitación sobre políticas de ciencia, tecnología e innovación en África, clave para el desarrollo del continente. España es uno de los cuatro países fundadores de la Red Mundial de Geoparques, que nos parece está preparada para asumir un mayor respaldo por parte de la UNESCO. En el campo de las ciencias sociales y humanas, recalamos nuestro apoyo al empeño de la Directora General por priorizar la juventud y la inclusión social en el trabajo de la Organización. Especial atención debe prestarse al deporte, ámbito

relevante para España y de enorme repercusión e influencia social, lleno de potencialidades de integración, promoción y cohesión. Compartimos, pues, la voluntad en su Estrategia a Plazo Medio de incidir más en el ámbito de los valores en el deporte, y especialmente en la lucha contra el dopaje. En la esfera de la comunicación y la información, España encomia la fundamental labor que la UNESCO realiza, en ocasiones casi en solitario, en defensa y promoción de la libertad de información y la seguridad de los periodistas, tantas veces cruelmente violentadas. Por ello, otorgamos especial valor a que en la reforma de la estructura de la Organización se mantenga el nivel y visibilidad de la gestión de tan importante área. Señora Presidenta, señora Directora General: en tan crucial momento histórico para la Organización, no es preciso subrayar que España va a mantener, pese a las dificultades del momento, su decidido apoyo a la UNESCO y su respaldo a los esfuerzos que a su frente está realizando y se propone realizar usted, señora Directora General. Muchas gracias.

(9.1) **M. de Barandica y Luxán** (Espagne)
in extenso (traduit de l'espagnol) :

Madame la Présidente de la Conférence générale, Madame la Présidente du Conseil exécutif, Madame la Directrice générale, Mesdames et Messieurs les délégués permanents, l'Espagne souscrit à la déclaration prononcée par le délégué permanent du Danemark au nom de l'Union européenne et remercie la Directrice générale pour le Projet de stratégie à moyen terme et le Projet de programme et de budget qu'elle nous a présentés. Nous saluons sa volonté de réformer l'Organisation en tenant compte des recommandations formulées par le Conseil. Nous savons que la situation budgétaire actuelle a constitué une difficulté supplémentaire pour entreprendre le programme de réforme et a contraint à en limiter la portée et à en réduire les coûts. Nous nous réjouissons de voir que les projets présentés par la Directrice générale témoignent de ses efforts obstinés pour : concentrer les programmes en réduisant le nombre des objectifs ; définir les priorités de l'Organisation ; rapprocher l'Organisation des réalités du terrain pour accroître son efficacité ; favoriser une culture des résultats ; mettre en avant le rôle de chef de file joué par l'Organisation dans ses domaines de compétence ; créer des partenariats avec le secteur privé ; renforcer la participation de l'Organisation au système des Nations Unies et éviter les chevauchements d'activités. Sur la base de ce qui précède, nous examinerons la proposition de création d'un centre des transformations sociales et du dialogue interculturel. Madame la Directrice générale, l'Espagne salue la rapidité de votre réaction et la manière dont vous avez su exercer votre leadership en vous rendant au Mali, à l'invitation du Président de la République française, pour réaffirmer le rôle de l'UNESCO dans l'important travail de protection et de restauration du patrimoine culturel frappé par des situations de conflit armé ; elle salue également les efforts que vous avez déployés pour permettre l'envoi d'une mission technique conjointe à Jérusalem, dont nous venons d'avoir des nouvelles encourageantes. Il va sans dire que l'Espagne soutient les valeurs du multilatéralisme et que c'est dans ce contexte que s'inscrivent la présentation de notre candidature au Conseil de sécurité de l'ONU en qualité de membre non permanent pour l'exercice biennal 2015-2016, la poursuite de notre engagement plus résolu que

jamais en faveur des Objectifs du Millénaire pour le développement et notre participation active au débat tenu à l'échelle mondiale pour déterminer les objectifs qui feront partie de l'agenda pour le développement post-2015, forts de la longue expérience de l'Espagne en matière de coopération pour le développement. C'est ce qu'a déclaré le Président du gouvernement, M. Rajoy, le 4 avril dernier à l'occasion de la Réunion de haut niveau sur la faim, la sécurité alimentaire et la nutrition, qui s'est tenue dans notre pays et au cours de laquelle, Madame la Directrice générale, vous avez représenté l'UNESCO. Preuve de cet engagement, le Fonds PNUD/Espagne pour la réalisation des OMD a financé 130 programmes dans 50 pays et bénéficié à plus de 20 millions de personnes. En tant que coordinatrice du secteur de la culture, l'UNESCO a joué un rôle essentiel. De même, le 4^e Plan directeur de coopération espagnole pour 2013-2016 récemment approuvé reflète notre attachement aux valeurs de la coopération pour le développement et montre l'engagement de l'Espagne en faveur de l'agenda pour le développement post-2015.

(9.2) L'Espagne réitère sa décision de renforcer sa coopération avec l'UNESCO, en dépit de la situation économique difficile. Cette volonté s'est manifestée dans les décisions de la dernière Commission mixte Espagne-UNESCO et s'est concrétisée dans des projets spécifiques menés dans des régions prioritaires pour notre coopération – Amérique latine, Maghreb, Afrique subsaharienne – et dans des secteurs où la participation espagnole offre à l'UNESCO une valeur ajoutée, comme le patrimoine et l'océanographie. À cet égard, j'ai le plaisir d'avoir entre les mains la publication « Cultura y desarrollo. Gestión de conocimientos », fruit du travail remarquable mené ces dernières années par l'Organisation dans ce domaine sous l'impulsion et avec le soutien de l'Espagne. Nous attendons avec intérêt le Congrès international sur « La culture : clé du développement durable », qui se tiendra en Chine en mai, ainsi que le débat qui aura lieu en juin lors de l'Assemblée générale sur le thème de la culture et du développement, et où il sera donné suite à cette initiative promue par l'Espagne. La coopération entre l'Espagne et l'UNESCO vient de la croyance en l'importance fondamentale des domaines qui composent le mandat de l'Organisation : l'éducation, la culture, les sciences et la communication. S'agissant de la culture, l'Espagne continue de soutenir les conventions et les efforts déployés par l'Organisation pour les promouvoir et les mettre en œuvre. Sans oublier les conventions relatives au trafic illicite de biens culturels et au patrimoine mondial, dont l'importance est capitale, l'Espagne tient tout spécialement à encourager la pleine application des conventions les plus récentes, en particulier celle qui concerne le patrimoine culturel subaquatique. En outre, depuis 2008, l'Espagne soutient le programme thématique « Évolution humaine : adaptations, dispersions et développements sociaux », dans le cadre de la Convention du patrimoine mondial. L'éducation joue un rôle essentiel pour le développement humain et l'Espagne appuie résolument les efforts déployés par l'UNESCO pour parvenir à une éducation universelle. Je souligne que l'Espagne appuie l'Initiative mondiale pour l'éducation avant tout, et le travail très important mené par l'UNESCO pour renforcer les capacités des enseignants et la qualité de l'éducation dans les pays

ibéro-américains et africains. De même, elle appuie fermement le Bureau régional de l'UNESCO pour l'éducation en Amérique latine et dans les Caraïbes. L'Espagne, qui s'est engagée en faveur de l'égalité des sexes à tous les niveaux d'enseignement et en faveur de la scolarisation des filles dans les pays défavorisés, se félicite de l'initiative « Soutenons Malala : l'éducation des filles est un droit ». En ce qui concerne les sciences exactes et naturelles, l'Espagne est fière de soutenir le Programme sur l'homme et la biosphère, la Commission océanographique intergouvernementale et la Division des politiques scientifiques et du renforcement des capacités, ainsi que des projets de formation sur les politiques de la science, de la technologie et de l'innovation en Afrique, formation essentielle au développement du continent. L'Espagne est l'un des quatre pays fondateurs du Réseau mondial des géoparcs, qui nous semble disposé à recevoir un soutien accru de la part de l'UNESCO. Dans le domaine des sciences sociales et humaines, nous renouvelons notre appui à l'action menée par la Directrice générale pour donner la priorité à la jeunesse et à l'inclusion sociale dans le travail de l'Organisation. Une attention particulière doit être accordée au sport, domaine d'importance pour l'Espagne, dont les répercussions et l'influence sociale sont considérables, et qui offre de multiples possibilités d'intégration, de promotion et de cohésion. Nous partageons donc la volonté exprimée dans la Stratégie à moyen terme d'insister davantage sur les valeurs du sport, et en particulier sur la lutte contre le dopage. Concernant la communication et l'information, l'Espagne salue le travail de fond effectué par l'UNESCO, parfois presque seule, pour défendre et promouvoir la liberté d'information et la sécurité des journalistes auxquelles il est si souvent et cruellement porté atteinte. C'est pourquoi nous tenons tout particulièrement à ce que, dans la réforme de la structure de l'Organisation, ce sujet si important conserve le même traitement et la même visibilité. Madame la Présidente, Madame la Directrice générale, en ces instants historiques et décisifs pour l'avenir de l'Organisation, il n'est pas nécessaire de souligner qu'en dépit des difficultés actuelles, l'Espagne continuera de soutenir résolument l'UNESCO ainsi que les efforts que vous êtes en train et que vous proposez de déployer à la tête de l'Organisation, Madame la Directrice générale. Je vous remercie.

10.1 **Ms Kaiserová** (Czech Republic) *in extenso*:

Madam President of the Executive Board, Madam Director-General, Madam President of the General Conference, Excellencies, dear colleagues, first, let me state that the Czech Republic fully endorses the intervention presented by the distinguished representative of Denmark on behalf of the European Union and its candidate countries.

10.2 The financial stability of UNESCO has remained the major challenge for the Organization to solve in the near future. Therefore, we will very attentively listen to the presentation of the Director-General on the financial situation and its implications for the implementation of document 36 C/5.

10.3 However, faced with a challenge, one has a chance to pass the greatest tests, and UNESCO continues to act well in so many ways. We appreciated the decisive and competent response of UNESCO to the

tragic destruction of historic sites and manuscripts in Mali. Both in raising awareness and in a speedy action plan, UNESCO demonstrated its capacity to assist in the protection and safeguarding of deliberately targeted heritage both during the conflict and in its aftermath. The Czech Republic is currently considering its financial support. The role of promoter of the International Year of Water Cooperation in 2013 is more proof that UNESCO is continuing in its efforts to coordinate and integrate better into the United Nation system. We are pleased that UNESCO is leading the Global Education First initiative. This initiative shaped and based on the programme of UNESCO and its achievements in education has reached the phase where the action framework for 2013 will be reviewed this Thursday in Washington.

10.4 Madam President, colleagues, there is no doubt that this year has been highly important for the future direction of UNESCO. The 191st session of the Executive Board has to continue its discussion on the strategic plan for the Organization with the aim of approving the Medium-Term Strategy for the period 2014-2021 at the General Conference. The proposals for documents 37 C/4 and 37 C/5 submitted by the Director-General would serve as a valuable foundation for the final conclusions. Bearing in mind that the Draft Medium-Term Strategy has been based on consensus decisions, which were the result of a wide discussion at the last Executive Board, we are pleased that the proposed strategy has not given up on shaping UNESCO into a focused, modern Organization reflecting the needs of the 21st century.

10.5 The Czech Republic takes note that the proposal reduces the number of objectives from 14 to 9. In the area of UNESCO programmes, I would like to make a few comments on programmes that are particularly important and followed by the Czech Republic:

10.6 We welcome that promoting freedom of expression, media development and universal access to information and to knowledge have become one of the strategic objectives of this Organization. UNESCO should confirm its leading role globally in this area, not forgetting its intellectual, ethical and sociological implications. The realm of freedom of expression and information and a free Internet has turned out to be a highly topical challenge in our time of information revolution and globalization.

10.7 The Czech Republic supports UNESCO in its mission to protect, promote and transmit the cultural heritage of humanity. The implementation and monitoring of conventions is a key priority for our country, as well as the promotion of heritage. UNESCO has a unique mandate and expertise within the United Nations in this area and we take note of the proposal that the Memory of the World Programme (MWP) and its activities should become an essential part of the UNESCO cultural programme. The Memory of the World Programme has made a considerable contribution over the past 20 years to enhancing international awareness of the importance of documentary heritage and its preservation. Now it is high time for the Memory of the World Programme to be recognized for its achievements, and benefit from the institutional improvement and expansion of related activities. The Czech Republic supports the proposal to transfer the Memory of the World Programme and documentary heritage activities to the Culture Sector. However, a strengthening of this programme should precede such a move.

10.8 Director-General, in the past three years you have pursued an ambitious reform agenda with a view to

focusing UNESCO and reinforcing its impact. For various reasons, the work has not been completed but is on the right track. UNESCO, under your leadership, has become more interactive, more communicative and more visible. Thank you very much for your attention.

11.1 **Mme Lambin-Berti** (Monaco) *in extenso* :

Madame la Directrice générale, Madame la Présidente de la Conférence générale, Madame la Présidente du Conseil exécutif, Excellences, chers collègues, comme vous l'avez évoqué hier et comme l'a rappelé M. Ban Ki-moon lors de sa visite dans la Principauté de Monaco le 3 avril dernier, la dynamique propice de l'après-2015 en matière de durabilité et de développement touche des centaines de millions d'individus et atteint désormais un seuil critique. Dès lors, le recentrage de notre Organisation sur l'édification d'une paix et d'un développement durables est nécessaire pour une meilleure lisibilité et un élan que le monde attend. Nous soutenons donc la vision que vous nous proposez aussi bien dans le Projet de stratégie à moyen terme, qui se doit d'être flexible, que dans le Projet de programme et de budget.

11.2 L'avantage de la présentation nouvelle de cette réforme, c'est l'avantage de l'action. Action au plus haut niveau de l'agenda mondial, qu'il s'agisse de l'éducation ou des questions environnementales, où l'UNESCO doit retrouver sa valeur ajoutée sur le plan de l'expertise en matière de définition d'indicateurs et de mise en œuvre des politiques et comme foyer d'innovation. Votre participation à la récente réunion du Conseil des chefs de secrétariat des organismes des Nations Unies débouchera, j'en suis convaincue, sur un plan concret permettant aux agences spécialisées de mieux articuler leurs actions et leurs ressources financières. Nous nous félicitons également de l'implication de l'UNESCO dans la coordination de la mise en œuvre du Plan d'action des Nations Unies sur la sécurité des journalistes. Concernant la liberté d'expression, nous ne pouvons que souscrire à tout ce qui relève du respect des droits de l'homme.

11.3 Action sur le terrain, que je souhaiterais davantage tournée vers la jeunesse, notamment en Afrique. C'est le maillon le plus faible, parce qu'il supporte la plus grosse part des effets du changement, mais aussi le plus fort, parce que doté des plus vives énergies et aspirations, et le plus nombreux – la moitié de la population mondiale a moins de 25 ans. Les axes 2 et 3 de la stratégie opérationnelle de l'UNESCO pour la jeunesse (2014-2021) nous semblent enfin à la mesure de cet enjeu sociétal décisif.

11.4 Action innovante, aussi : nous sommes favorables à la création, au sein du Secteur SHS, d'un centre pour les transformations sociales et le dialogue interculturel, doté d'un mandat précis. En effet, l'UNESCO doit pouvoir fournir, comme vous l'avez souligné, une analyse prospective des situations et des questionnements actuels qui, à l'extérieur de notre Maison, animent de nombreux débats interculturels.

11.5 Madame la Directrice générale, vous avez souhaité « transcender les cloisonnements traditionnels » et c'est cette approche interdisciplinaire qui nous permet aujourd'hui d'appréhender les transformations sociales sous des angles divers. Or, si en la matière on se réfère habituellement au Programme MOST, nous ne pouvons oublier que l'environnement est aussi à la croisée de toutes les transformations sociales contemporaines. Seul le Secteur SHS aborde la question de l'éthique de l'environnement.

11.6 Notre gouvernement attache une importance particulière à toute initiative concernant l'éthique et le changement climatique. À ce propos, S.A.S. le Prince Albert II a été sensible au message que vous avez récemment délivré à Monaco sur la pertinence d'une Année internationale de la coopération dans le domaine de l'eau, dont l'UNESCO a été chargée de coordonner les activités. Nous restons également à l'écoute de vos propositions tendant à préserver la position de chef de file de l'Organisation en ce qui concerne les systèmes d'alerte rapide aux tsunamis, mise à mal aujourd'hui par le déficit de financement.

11.7 Par ailleurs, Madame la Directrice générale, votre intervention, en coopération avec les Gouvernements malien et français, en faveur de la protection du patrimoine culturel du Mali, démontre encore davantage l'importance de l'application effective de nos conventions, et tout particulièrement de la Convention visant à lutter contre le trafic illicite des biens culturels. Ces conventions doivent, pour être comprises et efficaces, viser des objectifs bien distincts – à l'instar de celles qui ont trait au patrimoine culturel immatériel et à la diversité des expressions culturelles – et réclament un budget adéquat pour financer les réunions statutaires.

11.8 De même, nous serons attentifs à un *benchmarking* plus éclairé, à la coordination des activités hors Siège, aux évaluations des centres de catégorie 1 et aux stratégies de partenariat, qui devraient nous amener à utiliser au mieux toutes les voies disponibles pour lever des fonds extrabudgétaires. Le fait que nos programmes soient de plus en plus liés à des contributions volontaires qui n'offrent pas de solutions pérennes demeure néanmoins préoccupant.

11.9 Madame la Directrice générale, au vu de ces résultats, nous ne pouvons que vous encourager vivement à poursuivre dans la même direction. Nous l'avons compris et constaté, l'UNESCO se réforme déjà. Dans cette période de transition et d'organisation de la frugalité, il convient plus que jamais d'allier la plus grande précaution en matière de définition des « *résultats escomptés* » à une ambition renouvelée. Certains collègues s'inquiètent à juste titre de cette adéquation difficile, sinon irréaliste. Or, il nous faut tenir sur les deux fronts : être ambitieux pour repenser nos missions et éviter ainsi toute stagnation trop consensuelle, être innovant et sobre – y compris dans la gestion des ressources humaines – pour n'être pas fragilisé. L'on dit parfois à ses collaborateurs que si un rapport est simple, c'est qu'il est faux, et que s'il n'est pas simple, il est inutilisable. Je crois que le C/5 qui nous est proposé est suffisamment décisif pour être à la hauteur voulue et qu'après quelques clarifications pragmatiques, il sera tout à fait applicable. Je vous remercie.

12.1 **M. Rondeau** (France) *in extenso* :

Madame la Présidente du Conseil exécutif, Madame la Présidente de la Conférence générale, Madame la Directrice générale, Mesdames et Messieurs les Ambassadeurs, Mesdames et Messieurs, chers amis : après un certain nombre de représentants au Conseil, Madame la Directrice générale, je suis heureux de vous apporter l'appui de la France. J'ai eu l'occasion de vous le dire et je vous le réaffirme aujourd'hui solennellement au nom de mon pays : la France est à vos côtés et soutient les efforts que vous avez entrepris en vue de mener des réformes difficiles dans un contexte budgétaire extrêmement délicat. Aujourd'hui, je salue aussi vos efforts pour l'envoi d'une mission à Jérusalem.

12.2 Cet appui, vous avez pu l'apprécier concrètement aux cours des derniers mois. Je me réjouis qu'en votre personne l'UNESCO ait été associée à la visite du Président de la République au Mali, après notre appel lancé à Saint-Pétersbourg, en juillet 2012, pour sauver les mausolées de Tombouctou. Les grands monuments de notre patrimoine commun possèdent un rayonnement qui leur est propre : rayonnement identitaire, historique, spirituel. Et rayonnement prophétique. Prophétique, car le passé nous parle toujours des mille et une façons d'épuiser l'avenir. S'attaquer à une culture, c'est s'attaquer à un peuple et à l'humanité tout entière. La France a donc pris ses responsabilités en intervenant le 11 janvier dernier à la demande de nos amis maliens. Le Secrétariat nous a alors immédiatement transmis toutes les données permettant de protéger le patrimoine malien, tout en poursuivant efficacement les groupes qui s'en prenaient avec violence au patrimoine et aux personnes. Mon pays salue les efforts de l'UNESCO, qui s'est associée sans réserve à la Journée de solidarité avec le Mali consacrée le 18 février dernier à la défense du patrimoine des pays africains. L'UNESCO, sa mission, sa vocation, sont alors devenues une évidence aux yeux de tous. C'est pour notre action au Mali que l'UNESCO a décidé d'honorer le Président de la République, M. François Hollande, du Prix Félix Houphouët-Boigny pour la recherche de la paix. Le Président français sera donc présent, au Siège, pour recevoir cette distinction et marquer par sa présence l'attachement de la France à l'UNESCO.

12.3 Madame la Directrice générale, je tiens ici à rendre hommage à votre engagement pour la liberté d'expression, en particulier celle des journalistes, et pour votre soutien à la francophonie. L'UNESCO, avez-vous déclaré hier, c'est la conscience du système des Nations Unies, c'est la culture de la paix. Je ne peux donc pas aujourd'hui passer sous silence la Syrie. Nous ne reconnaissons pas la tragique complexité de la situation, et nous appelons de tous nos vœux à un règlement rapide du conflit.

12.4 La Journée des droits de l'homme en décembre a elle aussi été l'occasion de rappeler l'universalité et l'inaliénabilité des droits fondamentaux. L'éducation, celle des filles en particulier, n'est pas négociable, comme l'a alors souligné le Premier Ministre de la République française, lors de la journée de soutien à Malala. Plus que jamais, il nous faut nous battre pour ces principes et mener ces actions avec les moyens actuels dont nous disposons, avec réalisme, sans toutefois renoncer à nos ambitions.

12.5 Les documents qui nous ont été présentés à l'occasion de cette session – le C/4 et le C/5, notamment – doivent à notre sens envisager les situations financières favorables, sans toutefois exclure dans leurs prévisions les hypothèses financières potentiellement moins optimistes. Certains pays, vous l'avez rappelé hier, n'ont pas versé leur contribution. Ils placent comme vous l'avez dit l'UNESCO devant « des défis considérables ». L'UNESCO doit franchir « l'épreuve du long terme ». Nous saluons dans cette perspective les pays qui ont pris hier de nouveaux engagements pour soutenir notre Organisation.

12.6 Plus que jamais, l'UNESCO doit être un amer, un espace stable dans un monde en mouvement, où les États membres, les peuples, les cultures du monde viennent dialoguer et puiser science, conscience et réseaux de connaissances. Au XXI^e siècle, l'UNESCO est devenue l'adresse pour le monde entier de la protection

du patrimoine et la promotion de la diversité culturelle. Elle doit devenir en ce début de XXI^e siècle l'adresse clairement identifiée de la transformation sociale et le dialogue interculturel. Vous l'aurez compris, Madame la Directrice générale, la France soutient votre idée généreuse d'un centre qui leur serait consacré.

12.7 Permettez-moi, pour conclure, de parler en mon nom personnel. Ce Conseil exécutif est pour moi le dernier, puisque je quitte mes fonctions le 7 mai prochain. Je tiens à vous remercier tous pour la qualité de nos échanges et des actions que nous avons pu conduire ensemble. J'ai décidé de partir, mais cela ne veut pas dire que je pars sans regrets. L'UNESCO m'a donné beaucoup d'amis nouveaux. Sachez bien que mon vœu serait de partir sans vous quitter. Je vous remercie.

(La Présidente remercie le représentant de la France et lui présente ses meilleurs vœux de succès dans ses activités futures au nom du Conseil exécutif et de la Directrice générale)

١٣,١ السيد مطلق (الجمهورية العربية السورية) النص الكامل :
السيدة رئيس المجلس التنفيذي، السيدة رئيسة المؤتمر العام، السيدة المديرية العامة لليونسكو، أنقل إليكم تحيات معالي الدكتور هزوان الوز وزير التربية، ورئيس اللجنة الوطنية السورية للتربية والعلوم والثقافة، وعضو المجلس التنفيذي لليونسكو، وأمانيه القلبية لأعمالنا بالنجاح مؤكدين تأييد جهود معالي المديرية العامة السيدة بوكوفا وتقدير مراحل التقدم التي تحققت في رؤيتها لإصلاح اليونسكو عبر سياسات وخطط وبرامج أكثر استجابة للتحديات الراهنة. السيدة الرئيسية، إننا ندرك ونقدر الصعوبات التي تعترض سعي اليونسكو إلى تحقيق أهدافها في ظل الأزمة المالية التي تشهدها، ومن هنا يتجلى حرصنا على تعزيز دور المنظمة بتسديد مساهمتنا المالية لديها مع تسجيل تحفظنا على الارتفاع الكبير لنسبة المساهمة الناتج عن امتناع دولة عضو عن تسديد مساهماتها السنوية والضغط على المنظمة بعد قرارها قبول فلسطين دولة كاملة العضوية في اليونسكو، فيما تذهب في مكان آخر لدعم الإرهاب والجماعات المسلحة في إطار سلوك أبسط ما يقال فيه إنه تكريس صريح للمعايير المزدوجة وتدخل سافر في الشؤون الداخلية لدول أخرى، الأمر الذي قد يقوض التعاون الدولي ويلحق الضرر بأسسه وأركانها، ونحن اليوم ندين التفجير الذي حصل في مدينة بوسطن.

١٣,٢ ونعلن تأييدنا لمبادرة الأمين العام "التعليم أولاً"، واستمرار الجهود في إطار البرامج الخمسة مع إيلائنا عناية خاصة للبرنامج الرئيسي الأول "تسخير التعليم لإحلال السلام وتحقيق التنمية المستدامة"، ونؤكد حرصنا على أن تعكس الاستراتيجية المتوسطة الأجل (٤/م) والبرنامج والميزانية (٥/م) الخطوات الإصلاحية التي تقوم بها السيدة المديرية العامة على أن لا تفقد برامج اليونسكو جودتها والأهداف التي قامت عليها. كما ننوه بالدور الهام لمركز التراث العالمي والهيئات الدولية المنبثقة عنه. ونرى في دورات المجلس التنفيذي فرصاً هامة للتشاور مع الأعضاء للبحث في مراحل تقدم تطبيق القرارات وتنفيذ الاستراتيجيات والخطط والبرامج. ونؤكد مجدداً دعمنا للقضايا العادلة لمجموعة ال٧٧ والصين ودول حركة عدم الانحياز لدى اليونسكو، مقدرين لهم المواقف الإنسانية والموضوعية من تداعيات الأزمة السورية الطارئة وآثارها المدمرة في بلادي.

١٣,٣ سيدتي، نرى لزاماً على اليونسكو بعد العرقلة المتعددة والمنهجية من سلطات الاحتلال الإسرائيلي ضرورة المباشرة بتنفيذ القرارات الخمسة المتعلقة بالأراضي العربية المحتلة في فلسطين والجولان السوري المحتل، والبدء عملياً بتشكيل لجان الخبراء وإرسالها لرصد وتوثيق التعديات السافرة على المسجد الأقصى والتراث الثقافي لمدينة القدس، وتقصي حقائق ممارسات سلطات الاحتلال الإسرائيلي العدوانية اليومية بحق المؤسسات الثقافية والتعليمية في الجولان.

١٣,٤ إن بلدي سورية، الحريصة على علاقات التعاون والصداقة مع الأسرة الدولية المحكومة بمواثيق الأمم المتحدة ومبادئ القانون الدولي حول

احترام استقلال الدول وسيادتها فوق أراضيها وعدم جواز التدخل في شؤونها الداخلية، تأسف لأن الأزمة في سورية أظهرت تورطاً رخيصاً لدول ومنظمات وجماعات في تنفيذ وأداء مهام وأدوار مصممة تبعاً لأجندات خارجية تحريضاً وتمويلًا وتسليحاً لسفك الدم السوري والنيل من استقرار الدولة واستقلال قرارها السيادي والسياسي والمقاوم وحقوقها المشروعة في استعادة أراضيها. إن خطوات وتوجهات حكومتي لمعالجة الأزمة وتجاوز آثارها تستند إلى برنامج الحل السياسي وإطلاق الحوار الوطني الشامل الذي وجه به السيد الرئيس بشار الأسد مؤخرًا، للوصول إلى ميثاق وطني يُطرح على الاستفتاء، يرسم المستقبل السياسي والاجتماعي للدولة ويتمسك بسيادتها ووحدة كامل أراضيها وينتج دستوراً جديداً، فضلاً عن تقديم القوانين الجديدة اللازمة لنظام دستوري وقضائي وانتخابي، يضمن أوسع مشاركة ممكنة ويلي متطلبات الحياة الكريمة لأبنائها. إن متابعاً حيادياً للأزمة السورية يؤكد تعاون الإرادة السياسية العليا مع الجهود الصادقة وانفتاحها على كل مبادرة غير مشروطة تنسجم وتتسق مع روحية مبادرة السيد الرئيس بشار الأسد للحل السياسي المستندة أساساً إلى مصلحة السوريين، فضلاً عن جديتها الحقيقية في الدعوة إلى البدء بحوار وطني يجمع الراغبين من أطراف المعارضة السورية والمستعدين لتخطي اللحظة الراهنة وإيجاد الحلول التي تحفظ الوحدة الوطنية وتعزز مكانة الشعب السوري. وقد صدر هذا اليوم المرسوم ٢٣ القاضي بمنح عفو عن الجرائم المرتكبة قبل هذا اليوم، وهو العفو الرئاسي الخامس منذ بدء الأزمة. كما صدر مرسومان في عام ٢٠١٣ لإحداث المركز الوطني لتطوير المناهج التربوية ومركز القياس والتقويم، وهذا يؤكد عزم الحكومة على تنفيذ الاستراتيجيات الوطنية رغم الأزمة. ولكن صورة الخسائر والأضرار التي لحقت بالقطاع التربوي تنذر بحجم المأساة: تجنيد الإرهابيين للأطفال في الأنشطة العسكرية وتخريب ٢٥٣٥ مدرسة بعضها يحتاج إلى إعادة بناء بالكامل، ولجوء الدولة إلى تحويل ١٩٩٢ مدرسة أخرى إلى مراكز إيواء للمهجرين والنازحين من بيوتهم ومدنهم من جراء إجرام المجموعات الإرهابية. ولقد وصف السيد الرئيس بشار الأسد خلال الخطاب الذي ألقاه في ٦ كانون الثاني/يناير ٢٠١٣ أبعاد الأزمة حين قال: " ... إن للأزمة أبعاداً أخرى ليست داخلية فقط. فما يجري بالداخل بات واضحاً لمن يريد الرؤية ... فيلقياً هناك من يسعى لتقسيم سورية وآخرون يسعون لإضعافها. بعضهم يمد المجرمين بالمال والسلاح والبعض الآخر بالدعم والتدريب. دول عدوة بنيت على الاحتلال والعدوان لا نستغرب ما قامت به وما تقوم به، ودول جارة جارت على سورية وشعبها لتضعفه وتهيمن عليه. ودول بحثت عن موقع لها في تاريخ لا تمتلكه كتبته بدماء الشعب العربي والسوري خاصة". وقال سيادته أيضاً: "سورية وشعبها أقوى وأصلب. ووعدهم بأنه لن ينسى...". واليوم نحن في سورية، على الرغم من تعقيدات الأزمة وتداخلاتها، مصممون بعزيمة على إنجاز إصلاح حقيقي يلبى طموحات شعبنا ويقدر تضحياته. وختاماً، نؤكد اعتزازنا بالتعاون مع اليونسكو وتوطيد أسسه من خلال مساندة سورية وشعبها في مواجهة تداعيات الأزمة الراهنة، وشكراً لاستماعكم.

(13.1) **M. Motlak** (République arabe syrienne)
in extenso (traduit de l'arabe) :

Madame la Présidente du Conseil exécutif, Madame la Présidente de la Conférence générale, Madame la Directrice générale de l'UNESCO, je vous transmets les salutations de M. Hazwan al-Wazz, Ministre de l'éducation, Président de la Commission nationale syrienne pour l'éducation, la science et la culture, et membre du Conseil exécutif de l'UNESCO, ainsi que ses vœux de plein succès pour nos travaux. Nous réaffirmons en outre notre appui aux efforts de la Directrice générale, Mme Bokova, et lui exprimons notre gratitude pour les progrès réalisés grâce au processus de réforme qu'elle a engagé au moyen de politiques, plans et programmes mieux adaptés aux défis du moment. Madame la Présidente, nous connaissons et mesurons les difficultés qui entravent la poursuite des objectifs de l'UNESCO dans le contexte de la crise financière actuelle, et c'est

pourquoi nous nous évertuons à renforcer le rôle de l'Organisation en versant notre contribution financière. Nous souhaitons toutefois émettre une réserve sur la forte hausse de notre contribution suite au non-paiement, par un État membre, de ses contributions annuelles. Cet État membre, qui exerce des pressions sur l'Organisation après qu'elle a admis la Palestine en tant qu'État membre à part entière, s'emploie ailleurs à soutenir le terrorisme et des groupes armés, un comportement dont le moins qu'on puisse dire est qu'il illustre parfaitement la pratique du deux poids deux mesures et constitue manifestement une ingérence dans les affaires intérieures d'un autre État. Tout cela peut compromettre la coopération internationale et en saper les fondements et les piliers, alors que nous condamnons aujourd'hui les explosions survenues dans la ville de Boston.

(13.2) Nous soutenons l'initiative « L'éducation avant tout » du Secrétaire général de l'ONU ainsi que la poursuite des efforts dans le cadre des cinq grands programmes, notamment le grand programme intitulé « *L'éducation pour la paix et le développement durable* ». Il importe que la Stratégie à moyen terme (C/4) et le Programme et budget (C/5) reflètent les mesures de réforme prises par la Directrice générale, sans porter atteinte à la qualité et aux objectifs des programmes de l'UNESCO. À ce sujet, nous saluons le rôle important joué par le Centre du patrimoine mondial et les instances internationales qui en relèvent. Les sessions du Conseil exécutif offrent aux membres une occasion importante de se concerter et d'examiner l'état d'avancement de la mise en œuvre des décisions, stratégies, plans et programmes. Nous réaffirmons notre appui aux causes justes défendues à l'UNESCO par le Groupe des 77 et la Chine et le Mouvement des pays non alignés, et remercions ces acteurs de leurs prises de position humaines et objectives à l'égard des incidences de la crise syrienne et de ses effets dévastateurs dans le pays.

(13.3) Madame la Présidente, compte tenu des entraves délibérées et systématiques imposées par les autorités israéliennes d'occupation, l'UNESCO doit faire appliquer les cinq décisions relatives aux territoires arabes occupés en Palestine et dans le Golan syrien. Elle doit également commencer à mettre sur pied des comités d'experts et les envoyer sur place pour recenser et documenter les attaques flagrantes visant la Mosquée Al-Aqsa et le patrimoine culturel de Jérusalem, mais aussi pour enquêter sur les actions hostiles menées quotidiennement par les autorités israéliennes d'occupation contre les institutions éducatives et culturelles dans le Golan.

(13.4) Soucieuse des relations de coopération et d'amitié qu'elle entretient avec la communauté internationale et qui sont régies par les instruments des Nations Unies et les règles du droit international concernant le respect de l'indépendance et de la souveraineté territoriale des pays et la non-ingérence dans les affaires intérieures des États, la Syrie constate avec regret que la crise syrienne a révélé au grand jour qu'un certain nombre de pays, d'organisations et de groupes étaient honteusement impliqués dans des opérations et des activités d'incitation, de financement et d'armement. Ces agissements relèvent de plans conçus à l'étranger et visent à faire couler le sang syrien et à porter atteinte à la stabilité, à l'indépendance et à la souveraineté politiques, et à la résistance du pays ainsi qu'à son

droit légitime de récupérer ses territoires. Les mesures et les orientations adoptées par le gouvernement de mon pays pour remédier à la crise et en surmonter les conséquences s'appuient sur l'option du règlement politique et du dialogue national global évoquée récemment par le Président Bachar Al-Assad. Le but de cette approche est d'établir une charte nationale qui serait soumise à référendum, qui déterminerait l'avenir politique et social du pays, qui assurerait sa souveraineté et son intégrité territoriale, qui déboucherait sur une nouvelle constitution, et qui proposerait les nouvelles lois nécessaires à un système constitutionnel, judiciaire et électoral garantissant la plus large participation possible et offrant à la population des conditions de vie décentes. Tout observateur impartial de la crise syrienne peut témoigner que les dirigeants politiques du pays sont disposés à donner suite à tout effort sincère et sont ouverts à toute initiative inconditionnelle compatible avec l'esprit de l'initiative de règlement politique proposée par le Président Bachar Al-Assad. Outre qu'elle vise à préserver les intérêts des Syriens, cette initiative représente un appel sincère à l'instauration d'un dialogue national entre les différents courants de l'opposition syrienne et tous ceux qui sont disposés à se projeter au-delà de l'instant présent et à trouver des solutions propres à sauvegarder l'unité nationale et à renforcer la position du peuple syrien. À ce sujet, le décret n° 23 portant amnistie de tous les crimes commis jusqu'ici a été publié aujourd'hui même. Il s'agit là de la cinquième grâce présidentielle depuis le début de la crise. Deux autres décrets ont été pris en 2013 pour la création du Centre national pour le développement des programmes éducatifs et le Centre de normalisation et d'évaluation, ce qui témoigne de la volonté du gouvernement d'appliquer les stratégies nationales malgré la crise. L'ampleur des pertes et des dommages causés au secteur de l'éducation illustre l'étendue du désastre : les terroristes recrutent des enfants soldats et les utilisent dans des opérations militaires, 2 535 écoles ont subi des dégâts et certaines doivent être totalement reconstruites, et 1 992 autres écoles ont été transformées par l'État en centres d'accueil pour les réfugiés et les personnes qui ont été contraintes à fuir leur domicile et leur ville par suite des activités criminelles des groupes terroristes. Dans son discours du 6 janvier 2013, le Président Bachar Al-Assad a décrit les dimensions de la crise en ces termes : « ... *La crise n'a pas que des dimensions intérieures. Ce qui se passe à l'intérieur est désormais clair pour ceux qui veulent voir... Il y a ceux, dans la région, qui cherchent à démembrer la Syrie et ceux qui souhaitent l'affaiblir. Certains financent et arment les criminels, d'autres les soutiennent et les forment. Il s'agit de pays ennemis bâtis sur l'occupation et l'agression dont les agissements ne devraient pas nous surprendre, de pays voisins qui veulent nuire à la Syrie et à son peuple pour les affaiblir et asseoir leur hégémonie, et de pays qui cherchent leur place dans une histoire qui ne leur appartient pas et qu'ils écrivent avec le sang du peuple arabe, et en particulier du peuple syrien* ». Le Président a ajouté : « *La Syrie et son peuple sont plus forts et plus solides, et ils promettent de ne pas oublier...* ». Malgré les complexités et les imbrications de la crise qui sévit actuellement en Syrie, nous sommes fermement résolus à engager une véritable réforme qui réponde aux attentes de notre peuple et tienne compte de ses sacrifices. Enfin, nous réaffirmons

notre attachement à la coopération avec l'UNESCO et au renforcement de ses fondements, ainsi que la volonté de la Syrie et de son peuple d'aider l'Organisation à faire face aux conséquences de la crise actuelle. Merci de votre attention.

14.1 **Mr Magwira (Malawi) in extenso:**

Madam Chair of the Executive Board, Madam Chair of the General Conference, Madam Director-General of UNESCO, Your Excellencies, distinguished Members of the Executive Board, ladies and gentlemen, my delegation would like to commend the Director-General for presenting a candid report on the implementation of the approved programme and budget. We acknowledge the path is rough.

14.2 It is very understandable that there has been programmatic rationalization in the use of UNESCO's limited resources. We therefore wish to commend UNESCO's traditional and new donors and partners who have made it possible for UNESCO to continue to register some progress towards the expected results, especially in the implementation of statutory activities.

14.3 We are, nonetheless, alarmed by the unavoidable scaling down of implementation of approved regular programme activities, especially at this time when UNESCO is called upon to lead reflections on the post-2015 agenda in its fields of competence, particularly at the national level.

14.4 Madam Chair, we are living on a planet we have borrowed from the future generations. As the moral conscience of the world, UNESCO is the incubator for the future of our planet. This mandate is onerous. While UNESCO cannot be expected to be everywhere and everything at the same time, it needs to strategize its interventions to make an impact. Therefore, the Director-General's intention to focus UNESCO's work on a smaller number of priority and programmatic areas, albeit without compromising on its core mandate, is most welcome.

14.5 Madam Chair, refocusing the overarching objectives will definitely refine UNESCO's programmatic focus. However, this should not result in the overshadowing of some of the core competencies of UNESCO, such as communication and information, which is the bedrock of building knowledge societies. At the same time, the momentum that has been built in areas such as youth skills development through technical and vocational education and training (TVET) interventions, the establishment and training of national bioethics committees, cultural awareness and creative industries, the setting up of community radios and the innovative use of information and communication technologies, which are major vehicles for poverty eradication and sustainable development, should not be lost. In the same vein, we would appeal to the Director-General to ensure that due attention and recognition are given to programmes such as renewable energies and their adaptation, which constitute a major tool for sustainable development and environmental protection in Africa.

14.6 My delegation welcomes the proposal of the two global priorities, and we would hope that they will be integrated and visible in all the major programmes and their main lines of action in the Draft Medium-Term Strategy 37 C/4 and the Draft Programme and Budget 3 C/5.

14.7 Madam Chair, Malawi firmly subscribes to the ideals of UNESCO. We believe that the collective wisdom

in our UNESCO will see us weathering the storm for a better sustainable tomorrow. I thank you for your attention.

15.1 **M. Doucoure** (Mali) *in extenso* :

Madame la Présidente du Conseil exécutif, Madame la Présidente de la Conférence générale, Madame la Directrice générale, Mesdames et Messieurs les membres du Conseil exécutif, laissez-moi d'abord exprimer une double solidarité : solidarité à l'endroit des États-Unis d'Amérique pour le drame survenu lors du marathon de Boston, que nous condamnons avec la dernière énergie, et solidarité avec le porte-parole du Groupe Afrique, qui a évoqué certaines de nos préoccupations.

15.2 Madame la Présidente, notre intervention dans le cadre du débat plénier portera essentiellement sur le Point 4. Nous adressons tout d'abord nos félicitations au Secrétariat pour la qualité des documents sur le fond – compte rendu détaillé et analytique de l'exécution du programme pour cette première année de l'exercice biennal – comme sur la forme, avec un souci constant de ce triptyque que sont les résultats, les incidences de la situation financière et les défis et enseignements.

15.3 Notre propos, ce n'est sûrement pas une surprise compte tenu de la situation particulière que vit le Mali depuis un peu plus d'un an, s'arrêtera pour commencer sur le grand programme IV. C'est l'occasion de remercier la Directrice générale, l'UNESCO et la communauté internationale (l'ONU, l'Union africaine, la CEDEAO, l'ISESCO) pour le soutien qu'elles nous ont manifesté tout au long de ce douloureux épisode qui, hélas, n'a pas encore connu le dénouement qui permettrait d'envisager avec ardeur la période post-conflit, en particulier dans le domaine de l'éducation.

15.4 Depuis l'occupation des trois régions septentrionales, avec débordement sur la région de Mopti, jusqu'à la Journée de solidarité avec le Mali ici même, il y a deux mois, que d'actions ont rendu plus visible l'UNESCO ! Permettez-moi de citer l'adoption du projet de résolution présenté par le Mali avec 24 pays cosignataires à la 190^e session ; la déclaration, début avril, de la Directrice générale sur la préservation des mosquées de Djingarey Ber, Sankoré et Sidi Yahia ainsi que des 16 mausolées, déclaration qui a été suivie d'une mission exploratoire conduite par la Sous-Directrice générale pour le Département Afrique (ADG/AFR), du 18 au 20 mai 2012, confirmant que « l'UNESCO se tient prête à partager son expertise et son expérience pour aider le Mali » ; l'inscription sur la Liste du patrimoine mondial en péril de Tombouctou et du Tombeau des Askia par le Comité du patrimoine mondial de l'UNESCO, en juin 2012, à Saint-Pétersbourg (Fédération de Russie), à la demande du Gouvernement malien ; la création d'un compte spécial du Comité du patrimoine mondial et d'un Fonds d'urgence multidonateurs pour soutenir le Gouvernement malien dans l'évaluation des dommages sur les sites, la réalisation aussitôt que possible d'opérations de reconstruction et de réhabilitation des biens touchés, et le renforcement des capacités des gestionnaires des sites et les communautés locales ; l'atelier de formation présidé par le Ministre de la culture sur la lutte contre le trafic illicite des biens culturels, qui a regroupé les professionnels du secteur, les services de sécurité et les agents des douanes chargés du contrôle des marchandises à l'importation et à l'exportation ; le programme pour la préservation d'urgence des manuscrits de Tombouctou mis en place par la Norvège ; la visite de Tombouctou par la Directrice générale, le 2 février, en

compagnie du Président François Hollande – le tout s'inscrivant dans le cadre de la mise en œuvre des résolutions 2071 (2012), 2056 (2012) et 2085 (2012) du Conseil de sécurité de l'ONU. Par ailleurs, le grand programme IV s'est, à juste raison, investi dans la mobilisation de fonds nouveaux pour l'utilisation pédagogique de l'Histoire générale de l'Afrique.

15.5 S'agissant des réalisations du grand programme I, les consultations visant à définir le programme post-2015 en faveur de l'Éducation pour tous (EPT) vont dans la bonne direction en anticipant la recherche de réponses aux insuffisances dans la réalisation des objectifs de l'EPT. On peut considérer l'Initiative mondiale pour l'éducation avant tout du Secrétaire général de l'ONU confiée à l'UNESCO comme une bouée de sauvetage à la lumière du Rapport mondial de suivi sur l'EPT de 2012. Dans le cadre de la priorité globale Égalité entre les sexes, la manifestation « Soutenons Malala – L'éducation des filles est un droit » a été bien relayée au Mali. En ce qui concerne les mesures envisagées pour faire face à la situation financière, la limitation des publications imprimées doit se faire en tenant compte de la persistance de la fracture numérique.

15.6 S'agissant du grand programme V, le Congrès mondial des ressources éducatives libres (Paris, juin 2012), sanctionné par la Déclaration de Paris, constitue une avancée dans l'accès de tous à l'information et au savoir, à l'instar de la Déclaration de Vancouver et des travaux du Programme Mémoire du monde sur la conservation du patrimoine numérique. La priorité globale Afrique s'est concrétisée à travers le Programme international pour le développement de la communication (PIDC) et le projet sur les TIC de l'UEMOA visant à créer un réseau de bibliothèques virtuelles. Le Forum panafricain « L'Afrique : sources et ressources pour une culture de la paix », organisé conjointement par l'UNESCO, l'Union africaine et le Gouvernement angolais, a constitué un événement riche en enseignements pour le Mali. Enfin, nous souhaitons plein succès à notre assemblée pour cette 191^e session, sous votre conduite avisée, Madame la Présidente.

16.1 **Г-н Счастный** (Беларусь) *полный текст* :

Уважаемая Генеральный директор, уважаемая Председатель Генеральной конференции, уважаемая Председатель Исполнительного совета, уважаемые члены Исполнительного совета! Выступление Генерального директора на вчерашнем заседании и представленные документы свидетельствуют о том, что результаты выполнения программы и исполнения бюджета в предыдущий период являются положительными. То же самое можно сказать и о выполнении решений и резолюций, принятых Исполнительным советом и Генеральной конференцией на предыдущих сессиях. Ознакомившись с проектом Среднесрочной стратегии (37 С/4) и проектом Программы и бюджета (37 С/5), наша делегация пришла к выводу, что в целом они соответствуют пожеланиям, высказанным в ходе 190-й сессии, несмотря на сложность финансового положения Организации. Мы отмечаем, что стремление к достижению консенсуса при максимально возможном учете интересов государств-членов в условиях тяжелого финансового положения Организации является отличительной чертой деятельности Генерального директора, которая вызывает уважение и заслуживает всяческой поддержки.

16.2 В предложенных проектах документов сделан заметный шаг на пути к достижению сбалансирован-

ности между мероприятиями, обусловленными регламентирующими документами, и мероприятиями оперативного характера. Это позволит обеспечить практическую деятельность ЮНЕСКО по направлениям, которые, по нашему мнению, способствуют обеспечению авторитета Организации. В частности, в образовании – это качество образования, профессионально-техническое образование, интегрированное и инклюзивное обучение; в науке – биоразнообразии, Программа «Человек и биосфера» (МАБ), фундаментальные и инженерные науки, биоэтика. К сожалению, в рассматриваемых документах не получила должного отражения тема философии. Инициатива проведения Всемирного дня философии получила широкую поддержку во всем мире и во многом способствовала наглядности деятельности ЮНЕСКО, несмотря на скромные средства, которые требуются для ее осуществления.

16.3 В рамках Крупной программы III представляется необходимым рассмотреть возможность включения в деятельность Организации мер по осуществлению на практике мандата ЮНЕСКО как члена Межучрежденческой рабочей группы по борьбе с торговлей людьми (ИКАТ).

16.4 Наша делегация всегда подчеркивала, что деятельность по сохранению наследия, как материального, так и нематериального, является одним из самых наглядных и успешно реализуемых направлений работы ЮНЕСКО. Большие перспективы у деятельности Организации по поощрению творчества и разнообразия форм культурного самовыражения, в частности для раскрытия потенциала талантливых молодежи. В рамках Крупной программы V предстоит внимательно отнестись к исследованию проблем информационной этики и изучению целесообразности разработки документа, регулирующего распространение информации в Интернете.

16.5 Огромное значение для сохранения документального наследия путем использования ИКТ имеет программа «Память мира». Она способствует совместному использованию культурных ценностей и позволяет избегать межгосударственных споров и притязаний. Итоги состоявшейся в Ванкувере Международной конференции «Память мира в эпоху цифровых технологий: сохранение информации» свидетельствуют о том, что всемирное документальное наследие требует не только идентификации, но и, прежде всего, сохранения при помощи ИКТ. Для этого необходим опыт сотрудничества в рамках Крупной программы V и в связи с этим предпочтительнее сохранить Программу «Память мира» в рамках Сектора информации и коммуникации. Если, тем не менее, будет принято окончательное решение перевести эту программу в Крупную программу IV – Культура, ей необходимо будет уделять такое же внимание, как и в рамках Крупной программы V – Информация и коммуникация.

16.6 Обращая внимание на направления, которые, на наш взгляд, являются особенно важными, наша делегация полностью осознает, что у каждого региона может быть свое видение приоритетности. Вот почему большое значение имеют региональные консультации и учет принимаемых на них решений. ЮНЕСКО удалось добиться статуса, пожалуй, самого популярного специализированного учреждения в системе ООН благодаря присутствию Организации на местах в виде ее бюро, которые, на наш взгляд, должны функционировать во всех регионах. Крайне важное значение для

учета национальных интересов имеют такие уникальные для всей системы ООН инструменты, как национальные комиссии и Программа участия, которые взаимосвязаны и не могут существовать друг без друга.

16.7 В большинстве стран национальные комиссии по делам ЮНЕСКО не обладают достаточными средствами для осуществления проектов, направленных на достижение целей и задач ЮНЕСКО. Небольшие проекты в рамках Программы участия выполняют роль катализаторов целых направлений деятельности на национальном и региональном уровнях, которые затем финансируются самими государствами и за счет внебюджетных средств. Представляется необходимым изыскать (возможно, путем перераспределения) средства для поддержания на прежнем уровне деятельности Программы участия, в том числе путем сохранения числа удовлетворяемых заявок. В связи с этим следует укрепить соответствующий отдел Секретариата необходимыми людскими ресурсами и создать для его сотрудников надлежащие условия работы, в частности для того, чтобы отсеивать заявки на проекты, подобные упомянутым вчера уважаемым представителем Соединенного Королевства. Проекты в рамках Программы участия осуществляются при непосредственном участии национальных комиссий, кафедр ЮНЕСКО, ассоциированных школ и клубов ЮНЕСКО. Тем самым на местах ЮНЕСКО воспринимается не как организация, ограничивающаяся выработкой, возможно, нужных, но абстрактных для обычного жителя рекомендаций, а как орган, оказывающий в рамках своей компетенции конкретную помощь в деле решения наиболее актуальных проблем данной страны и мира целом. Благодарю за внимание.

(16.1) **M. Shchasny** (Belarus) *in extenso*
(traduit du russe) :

Madame la Directrice générale, Madame la Présidente de la Conférence générale, Madame la Présidente du Conseil exécutif, Mesdames et Messieurs les membres du Conseil exécutif, l'introduction de la Directrice générale à la séance d'hier et les documents présentés font apparaître des résultats positifs en ce qui concerne l'exécution du programme et l'utilisation du budget pendant la période écoulée. On peut en dire autant de la mise en œuvre des décisions et résolutions adoptées par le Conseil exécutif et la Conférence générale à leurs précédentes sessions. À la lecture du Projet de stratégie à moyen terme (37 C/4) et du Projet de programme et de budget (37 C/5), notre délégation est arrivée à la conclusion que ces documents répondent globalement aux souhaits exprimés par le Conseil à sa 190^e session, en dépit des difficultés financières que connaît l'Organisation. Dans ce contexte, la volonté de parvenir à un consensus dans le meilleur intérêt des États membres est un trait distinctif de l'action menée par la Directrice générale qui inspire le respect et mérite d'être encouragé.

(16.2) Les projets de documents proposés témoignent des grands progrès accomplis dans la recherche d'un équilibre entre les activités statutaires et les activités opérationnelles. Cela permettra à l'UNESCO d'offrir des activités pratiques dans des domaines qui, selon nous, ont contribué à affirmer sa crédibilité. En ce qui concerne l'éducation, je pense en particulier à l'éducation de qualité, à l'enseignement et à la formation techniques et professionnels ainsi qu'à l'éducation intégrée et inclusive ; en ce qui concerne la science, à la

biodiversité, au Programme sur l'homme et la biosphère (MAB), aux sciences fondamentales et sciences de l'ingénieur ainsi qu'à la bioéthique. Nous regrettons cependant que la philosophie n'occupe pas la place qu'elle mérite dans les documents considérés. L'initiative en faveur d'une Journée mondiale de la philosophie a reçu un immense soutien international et a grandement contribué à la visibilité de l'UNESCO, en dépit des modestes moyens qu'a nécessités sa mise en œuvre.

(16.3) Concernant le grand programme III, il est indispensable d'étudier la possibilité d'inscrire dans l'action de l'UNESCO des mesures de mise en œuvre concrète de sa mission en tant que membre du Groupe interinstitutions de coopération contre la traite des êtres humains. Notre délégation affirme depuis toujours que la sauvegarde du patrimoine, matériel et immatériel, est l'un des domaines où l'action de l'UNESCO est la plus visible et la mieux aboutie. De grandes perspectives s'ouvrent à l'Organisation en matière de promotion de la créativité et de la diversité des expressions culturelles, s'agissant en particulier d'exploiter le potentiel de talent que recèle la jeunesse. Pour ce qui est du grand programme V, il convient d'étudier attentivement les problèmes relevant de l'éthique de l'information et d'explorer la possibilité d'élaborer un document pour réglementer la diffusion de l'information sur Internet.

(16.4) Le Programme Mémoire du monde revêt une très grande importance pour la conservation du patrimoine documentaire au moyen des TIC. Il permet de partager les biens culturels et d'éviter les litiges et les revendications entre États. Les résultats de la Conférence internationale de Vancouver « La Mémoire du monde à l'ère numérique : numérisation et préservation » montrent que le patrimoine documentaire mondial doit non seulement être recensé, mais surtout conservé à l'aide des TIC. Il faut à cette fin s'appuyer sur l'expérience en matière de collaboration acquise dans le cadre du grand programme V, et il serait préférable à cet égard de maintenir le Programme Mémoire du monde dans les attributions du Secteur de la communication et de l'information. S'il était malgré tout décidé de transférer ce programme dans le grand programme IV, il faudrait absolument lui consacrer autant d'attention que lorsqu'il relevait du grand programme V.

(16.5) En s'intéressant aux axes d'action qui revêtent une importance particulière à ses yeux, notre délégation a parfaitement conscience que chaque région possède ses propres priorités, d'où le rôle essentiel des consultations régionales et des décisions prises dans ce cadre. L'UNESCO a réussi à s'imposer comme l'une des institutions spécialisées les plus appréciées du système des Nations Unies grâce à sa présence sur le terrain par l'intermédiaire de ses bureaux hors Siège qui, selon nous, devraient opérer dans toutes les régions. Instruments uniques dans le système des Nations Unies, les commissions nationales et le Programme de participation, qui sont interdépendants et ne peuvent exister l'un sans l'autre, jouent un rôle de premier plan dans la prise en compte des intérêts nationaux.

(16.6) Dans la plupart des pays, les commissions nationales pour l'UNESCO ne disposent pas de moyens suffisants pour mettre en œuvre des projets visant à réaliser les buts et objectifs de l'Organisation.

Les petits projets menés dans le cadre du Programme de participation servent de catalyseurs pour des activités à l'échelle de domaines d'action entiers, menées aux niveaux national et régional, qui sont ensuite financés par les gouvernements eux-mêmes et par des fonds extrabudgétaires. Il faut rechercher des fonds, éventuellement au moyen d'une redistribution, qui permette de maintenir les activités du Programme de participation à leur niveau antérieur, avec le même nombre de demandes satisfaites. Pour ce faire, il convient de renforcer la division du Secrétariat compétente en lui procurant les ressources humaines dont elle a besoin et de créer pour son personnel des conditions de travail favorables, notamment en vue d'éliminer les demandes de financement telles que celles qu'évoquait hier le représentant du Royaume-Uni. Les projets relevant du Programme de participation sont mis en œuvre avec la participation directe des commissions nationales et la contribution des chaires UNESCO, des écoles associées et des clubs UNESCO. Sur le terrain, l'UNESCO est donc considérée non comme une organisation dont l'activité se bornerait à formuler des recommandations, certes utiles, mais abstraites pour le commun des mortels, mais bien comme un organe qui apporte dans ses domaines de compétence une aide concrète pour résoudre les problèmes les plus urgents d'un pays donné et du monde en général. Je vous remercie de votre attention.

17.1 **M. Especa** (Haïti) *in extenso* :

Madame la Présidente du Conseil exécutif, Madame la Présidente de la Conférence générale, Madame la Directrice générale, Excellences, Mesdames et Messieurs, ma délégation se réjouit de l'occasion qui lui est offerte de participer au débat plénier de la 191^e session du Conseil exécutif. Nous avons mesuré l'ampleur de la tâche qui nous attend en considérant l'importance des questions inscrites à son ordre du jour. Nous sommes persuadés que la Présidente, compte tenu de son expérience et de sa sagesse, saura conduire nos travaux de façon efficace.

17.2 Madame la Présidente, nous sommes passés des propositions préliminaires à une formulation concrète du Projet de stratégie à moyen terme pour 2014-2021 et du Projet de programme et de budget pour 2014-2017. Ma délégation voudrait remercier et féliciter la Directrice générale de la présentation de ces documents. Nous sommes à l'approche d'échéances majeures. La communauté internationale dressera dans deux ans le bilan des réalisations des Objectifs du Millénaire pour le développement et définira l'agenda de l'après-2015. Dans ce contexte, ma délégation se réjouit de l'effort conceptuel qui a été fait, selon les recommandations du Conseil, pour renforcer la cohérence entre les divers programmes de l'Organisation, conçus non pas comme des éléments épars et sans liens entre eux, mais comme un tout logique qui concourt à la réalisation du mandat de l'Organisation en faveur de l'établissement de la paix internationale, de l'éradication de la pauvreté, de la protection de l'environnement et du développement durable.

17.3 En dépit de la crise financière, l'Organisation, grâce au plan de réforme que nous avons entériné, a continué de mener avec vigueur des activités dans tous les domaines de sa compétence. L'adoption de ce nouveau Projet de stratégie à l'automne prochain devrait nous permettre de redoubler d'efforts pour combler le fossé qui nous sépare de la réalisation des objectifs fixés.

En ce qui concerne l'Éducation pour tous (EPT), la scolarisation de tous les enfants tarde à devenir réalité en dépit des efforts consentis par les gouvernements, comme dans mon pays Haïti, où plus d'un million d'enfants ont pu prendre le chemin de l'école au cours des deux dernières années. Ma délégation aimerait savoir si les dispositions ont été prises pour le lancement dans notre pays du programme pour l'accès aux soins, à la nutrition et à l'éducation, élaboré conjointement avec le PAM et l'UNICEF.

17.4 Dans le domaine de la culture, les potentialités locales ne sont pas toujours exploitées pour créer des emplois et participer à la lutte contre les précarités de toutes sortes. C'est pourquoi ma délégation se retrouve dans les activités menées par l'Organisation en vue de renforcer la mise en œuvre des Conventions pour la sauvegarde du patrimoine culturel immatériel, sur la protection et la promotion de la diversité des expressions culturelles et sur la protection du patrimoine culturel subaquatique, par exemple. La promotion du développement des industries culturelles comme facteur de développement fait partie intégrante de notre mandat. Le Gouvernement haïtien mise beaucoup sur le dynamisme de ce secteur pour assurer le progrès social.

17.5 Ma délégation attache également une grande importance aux activités de l'Organisation dans le domaine des sciences exactes et naturelles et dans le domaine des sciences sociales et humaines. En ce qui concerne la recherche sur les océans, sur les ressources hydriques ou sur l'inclusion sociale, l'UNESCO s'est acquittée de son mandat. Le fait qu'elle ait été désignée pour assurer la coordination des activités dans le domaine de l'eau est une reconnaissance de la qualité des services qu'elle rend à l'humanité. La création d'un centre d'information sur les tsunamis dans les Caraïbes pour la prévention des catastrophes naturelles est une autre illustration des efforts déployés pour mettre la science au service du développement durable. Ma délégation approuve l'approche holistique qui permet de prendre en compte tous les domaines de compétence de l'Organisation dans le Projet de stratégie à moyen terme. Cependant, certaines questions subsistent, comme le risque de double emploi entre les activités du centre pour les transformations sociales et le dialogue interculturel avec le Programme MOST.

17.6 Madame la Présidente, le maintien des priorités globales Afrique et Égalité entre les sexes, et l'accent mis sur la jeunesse, les pays les moins avancés (PMA) et les petits États insulaires en développement (PEID) répondent à nos recommandations et à nos attentes. Ces groupes de pays ont besoin du développement d'une coopération spéciale pour renforcer leur intégration interne et leurs institutions démocratiques, lutter contre les vulnérabilités et accéder à un stade supérieur de développement.

17.7 La rationalisation des dépenses ne doit pas exclure la recherche de ressources financières supplémentaires pour assurer le succès du renforcement du travail sur le terrain, que nous avons adopté comme nouvelle approche des défis que doivent relever ces pays. Comme l'a dit la Directrice générale, les mesures prises pour faire face à la crise ne sont pas viables à long terme. Nous comprenons qu'il existe des perspectives de recouvrement des arriérés de contribution pouvant nous aider à sortir de la situation actuelle, ou d'engagements supplémentaires d'autres pays. Nous avons besoin de solutions financières durables pour mettre en œuvre les

stratégies opérationnelles qui garantiront un avenir meilleur à une grande partie de la population mondiale.

17.8 Madame la Présidente, nous allons échanger nos vues sur des documents appelés à avoir des incidences sur l'avenir de l'humanité et sur le rôle de l'Organisation dans un environnement international en constante mutation. Débattons en ayant à l'esprit le souci de renforcer les capacités de l'Institution dans le sens d'une plus grande efficacité et d'un mieux-être partagé par tous, en tous points du globe. Merci, Madame la Présidente.

18.1 **Г-жа Митрофанова** (Российская Федерация)
полный текст:

Уважаемая госпожа Председатель Исполнительного совета, уважаемая госпожа Председатель Генеральной конференции, уважаемая госпожа Генеральный директор, дамы и господа! Позвольте в первую очередь от имени Российской Федерации выразить глубокие соболезнования семьям и близким погибших и пострадавших во время террористического акта в Бостоне.

18.2 Сегодня мы со всей остротой ощущаем, насколько хрупкой оказывается человеческая жизнь и человеческая цивилизация. Предупреждения об этом мы получаем регулярно – политические конфликты, грозящие перерасти в вооруженное противостояние, масштабные природные и техногенные катастрофы. Принятая недавно в Российской Федерации новая редакция внешнеполитической концепции закладывает ясную и последовательную систему действий, нацеленных на мобилизацию коллективных усилий международного сообщества по поиску ответов на общие для всех вызовы. Российская Федерация готова к серьезному всестороннему диалогу со всеми заинтересованными сторонами, диалогу, основанному на позиции интеллектуальной честности, без стремления выдавать желаемое за действительное. Мы убеждены, что во взглядах подавляющего большинства международных игроков на наиболее острые проблемы современности все-таки больше общего, чем разделительных барьеров. Причем это относится не только к тактическим подходам, но и к конечным целям.

18.3 Уважаемые дамы и господа, повестка дня нынешней 191-й сессии Исполнительного совета насыщена, пожалуй, как никогда раньше. Нам предстоит обсудить самый широкий круг вопросов, главными из которых станут проект Программы и бюджета Организации, а также проект ее Среднесрочной стратегии на предстоящие восемь лет. Присоединюсь к уже прозвучавшим положительным оценкам, которые были высказаны в отношении проделанной Генеральным директором и Секретариатом работы над этими документами. Хочу подчеркнуть, что Российская Федерация полностью поддерживает усилия Генерального директора и ее деятельность по реформированию Организации в столь непростой финансовой ситуации. Теперь в ходе обсуждения и доработки представленных проектов Программы и бюджета, а также Среднесрочной стратегии мы должны будем закрепить в них все то положительное, что было успешно опробовано за последние полтора года. Для того чтобы наша работа была конструктивной, ее необходимо сосредоточить на ведущей уставной функции Исполнительного совета – то есть на выработке рекомендаций для Генеральной конференции по основным программным документам Организации. В то же время желательно, чтобы наша дискуссия не выходила за эти рамки, втор-

гаясь в область микроменеджмента и сферы компетенции Генерального директора и Секретариата.

18.4 Мы положительно оцениваем основные документы – С/4 и С/5, – подготовленные для рассмотрения на Генеральной конференции. Мы поддерживаем два глобальных приоритета – «Африка» и «Гендерное равенство» и в то же время обращаем внимание на необходимость больше внимания уделять вопросам молодежи, поскольку, по существу, вся деятельность ЮНЕСКО направлена на изменение возможностей и повышение потенциала молодого поколения.

18.5 Российская Федерация поддерживает заложенный в нынешней Программе и бюджете курс на дальнейшее обеспечение приоритетного характера усилий, предпринимаемых в образовании, которое имеет ключевое значение в обеспечении устойчивого развития, социальных преобразований и преодоления бедности. Особую значимость в этом контексте приобретает Глобальная инициатива Генерального секретаря ООН «Образование – прежде всего». Выполняя роль глобального координатора совместных усилий государств-членов по мобилизации ресурсов, ЮНЕСКО должна продолжить поиск возможностей для достижения целей своей приоритетной программы «Образование для всех» (ОДВ). При этом едва ли можно согласиться с переносом программ, связанных с информационными и коммуникационными технологиями в образовании, в Сектор образования, поскольку по существу речь идет о совершенно разных решаемых задачах.

18.6 В рамках Крупной программы II – Наука в интересах устойчивого развития предлагаем серьезно укрепить Межправительственную океанографическую комиссию (МОК), а также проблематику водных ресурсов, при этом понимая, что, в силу особой интеллектуальной роли ЮНЕСКО в системе ООН, желательнее предложить мировому сообществу приемлемую концепцию безопасности водных ресурсов. Кроме того, говоря о науке в интересах мира и устойчивого развития, ЮНЕСКО могла бы взять на себя роль лидера в мобилизации научного сообщества для выработки новых подходов и идей к вызовам времени и обеспечению устойчивого будущего. И здесь существенную роль могла бы сыграть программа по фундаментальным наукам.

18.7 В рамках Крупной программы III – Содействие социальной инклюзивности и межкультурному диалогу посредством социальных и гуманитарных наук – мы видим хорошие перспективы в разработке общих подходов к этическим аспектам деятельности человека и в работе с молодежью, в том числе по проблемам предотвращения СПИДа и употребления допинга в спорте. Надеемся на достойное место философии и Дня философии в программе, поскольку эта программа объединяет профессиональное сообщество и очень ценится им. В то же время организационно не совсем понятно создание Центра по социальным преобразованиям и межкультурному диалогу в рамках Сектора. Здесь требуются дополнительные обоснования, в том числе и финансовые.

18.8 Культура является бесценным ресурсом для устойчивого развития населения планеты. Это бесспорно. В то же время именно культурные ценности зачастую оказываются в весьма уязвимом положении, особенно в условиях социальной и политической турбулентности или вооруженных конфликтов. Совсем недавно мы стали свидетелями гибели в Мали истори-

ческих памятников – объектов всемирного наследия, практически разрушен сирийский город Алеппо и безжалостно разграбляются всемирно значимые ценности в Сирии. Имеет место бесконтрольное, прямо-таки варварское разграбление музейных коллекций в зонах конфликта и трансграничное перемещение историко-культурных ценностей. Это не может не волновать. В этой связи важно не только сохранить стержень деятельности ЮНЕСКО на культурном направлении, а именно ее конвенции в области сохранения наследия и культурных ценностей, но и продумать возможные меры, которые Организация могла бы предпринять для минимизации последствий подобных явлений.

18.9 Говоря о Крупной программе V и планируя сегодня деятельность ЮНЕСКО на перспективу, было бы ошибочно сводить ее только к обеспечению свободы СМИ и оцифровке источников. Для нас не вызывает сомнения необходимость сохранения базовых направлений всех флагманских программ и укрепления самого Сектора коммуникации и информации в структуре ЮНЕСКО. Считаем, что в его ведении должны быть сосредоточены все вопросы, связанные с развитием и применением ИКТ, которые в представленных документах распылены по различным направлениям.

18.10 Говоря о реформировании Организации, необходимо сказать еще об одном из аспектов деятельности ЮНЕСКО, где к вопросу об экономии средств следует подходить с особой осторожностью. Речь идет об использовании шести официальных языков Организации, в первую очередь, в ходе уставных мероприятий, в работе которых основная роль отводится национальным экспертам. Для многих из этих специалистов перевод на родные языки – необходимое условие их эффективного участия в работе. Насколько мы понимаем, многие страны-члены обеспокоены этой проблемой, и мы разделяем их озабоченность. Мы считаем, что в ходе работы этой сессии Исполнительного совета нам удастся с учетом высказанных в рамках проводимой дискуссии предложений и замечаний доработать представленные базовые документы. Спасибо за внимание.

(18.1) **Mme Mitrofanova** (Fédération de Russie)
in extenso :

Madame la Présidente du Conseil de sécurité, Madame la Présidente de la Conférence générale, Madame la Directrice générale, Mesdames et Messieurs, permettez-moi tout d'abord d'adresser, au nom de la Fédération de Russie, mes sincères condoléances aux familles et aux proches des victimes de l'attentat terroriste de Boston.

(18.2) Nous éprouvons aujourd'hui dans toute son acuité la fragilité de la vie et de la civilisation humaine. Divers événements nous la rappellent régulièrement, tels les conflits politiques, la multiplication lourde de menaces des mouvements d'opposition armés, ou les catastrophes naturelles et technologiques de grande ampleur. Les nouveaux Principes de politique extérieure récemment adoptés par la Fédération de Russie établissent un système d'action clair et cohérent destiné à mobiliser les efforts collectifs de la communauté internationale pour rechercher des réponses à des problèmes universels. La Fédération de Russie est prête à mener un dialogue multilatéral sérieux avec toutes les parties intéressées. Un dialogue fondé sur des positions d'honnêteté intellectuelle, qui ne cherche pas à faire passer

l'illusion pour la réalité. Nous sommes convaincus qu'aux yeux de la majorité écrasante des acteurs internationaux, même les problèmes les plus graves d'aujourd'hui offrent davantage de terrains d'entente que d'éléments de division. Et cela s'applique aussi bien aux approches tactiques qu'aux orientations stratégiques.

(18.3) Mesdames et Messieurs, jamais peut-être le Conseil exécutif n'a eu un ordre du jour aussi chargé qu'à cette session. Nous devons examiner un éventail extrêmement large de questions dont les principales sont le Projet de programme et de budget de l'Organisation et le Projet de stratégie à moyen terme pour les huit prochaines années. Je m'associe aux évaluations positives déjà formulées à l'égard du travail effectué par la Directrice générale et le Secrétariat sur ces documents. Je tiens à souligner que la Fédération de Russie soutient sans réserve l'action menée par la Directrice générale pour réformer l'Organisation dans un contexte financier aussi difficile. Il nous faut à présent, lors de l'examen et de la finalisation des projets de programme, budget et stratégie présentés, renforcer tous les éléments positifs qui ont fait leur preuve ces 18 derniers mois. Pour que nos travaux soient constructifs, nous devons les centrer sur les principales fonctions statutaires du Conseil exécutif, à savoir l'élaboration de recommandations à l'attention de la Conférence générale concernant les principaux documents programmatiques de l'Organisation. Il convient de veiller à ne pas sortir de ce cadre lors de nos discussions et à éviter de nous mêler de microgestion et d'autres questions relevant du domaine de compétence de la Directrice générale et du Secrétariat.

(18.4) Nous approuvons les documents fondamentaux – 37 C/4 et 37 C/5 – préparés pour soumission à la Conférence générale. Nous appuyons le maintien des deux priorités globales – l'Afrique et l'Égalité des genres – tout en appelant l'attention sur la nécessité de faire une plus large place aux questions relatives à la jeunesse puisque toute l'activité de l'UNESCO vise au fond à améliorer les possibilités et accroître le potentiel de la jeune génération.

(18.5) La Fédération de Russie appuie l'orientation définie dans le Programme et budget actuel consistant à maintenir le caractère prioritaire des efforts entrepris dans le domaine de l'éducation, qui revêt une importance cruciale pour le développement durable, les transformations sociales et l'élimination de la pauvreté. L'initiative mondiale du Secrétaire général de l'ONU « L'éducation avant tout » est à cet égard particulièrement importante. En tant que coordonnateur mondial de l'action collective des États membres pour la mobilisation des ressources, l'UNESCO doit continuer de chercher des moyens de réaliser les objectifs de son programme prioritaire l'Éducation pour tous. Il est difficile à cet égard d'accepter que les programmes relatifs aux technologies de l'information et de la communication dans l'éducation soient transférés au Secteur de l'éducation dans la mesure où il s'agit fondamentalement de tâches totalement différentes.

(18.6) Dans le cadre du grand programme II – La science au service du développement durable, nous proposons de renforcer sérieusement la Commission

océanographique intergouvernementale (COI), de même que la problématique de l'eau, étant entendu qu'en vertu du rôle intellectuel particulier qu'elle joue dans le système des Nations Unies, l'UNESCO devrait proposer à la communauté internationale une conception acceptable de la sécurité dans le domaine de l'eau. En outre, s'agissant de la science au service de la paix et du développement durable, l'UNESCO pourrait assumer un rôle de premier plan dans la mobilisation de la communauté scientifique aux fins de la conception de stratégies et d'idées nouvelles pour faire face aux défis de notre temps et garantir un avenir durable. Le Programme des sciences fondamentales pourrait jouer à cet égard un rôle essentiel.

(18.7) Dans le cadre du grand programme III – Favoriser l'inclusion sociale et le dialogue interculturel par les sciences sociales et humaines –, l'élaboration d'approches communes des aspects éthiques de l'activité humaine et le travail auprès de la jeunesse, notamment en matière de prévention du SIDA et de prévention du dopage dans le sport, nous paraissent être de bonnes orientations. Nous espérons que la philosophie et la Journée de la philosophie occuperont une place non négligeable dans ce programme dans la mesure où celui-ci est fort apprécié par une communauté professionnelle qu'il contribue à rassembler. La création d'un centre pour les transformations sociales et le dialogue interculturel dans le cadre du Secteur ne s'explique cependant pas très bien d'un point de vue organisationnel. Cette mesure mérite des justifications supplémentaires, notamment sur le plan financier.

(18.8) La culture est une ressource inestimable pour le développement durable de la population de la planète. C'est là un fait incontestable. Mais les biens culturels qui sont aussi souvent extrêmement vulnérables, notamment dans les situations de bouleversements sociaux et politiques ou de conflits armés. Nous avons assisté tout récemment au Mali à la démolition de monuments historiques du patrimoine mondial, tandis qu'en Syrie, la ville d'Alep a été pratiquement détruite et des biens de valeur universelle sont livrés à un pillage impitoyable. On assiste à un pillage effréné et parfaitement barbare des musées dans des zones de conflit et au déplacement transfrontières de biens historiques et culturels. Comment ne pas s'émouvoir ? Il importe à cet égard non seulement de maintenir l'orientation culturelle des activités de l'UNESCO, avec notamment les conventions pour la protection du patrimoine et des biens culturels, mais aussi de voir quelles mesures l'Organisation pourrait prendre pour minimiser les conséquences de tels phénomènes.

(18.9) S'agissant du grand programme V et de la planification des activités futures de l'UNESCO, on aurait tort de réduire ce programme à la liberté de la presse et à la numérisation des sources. Il ne fait pour nous pas de doute qu'il faut conserver les orientations fondamentales de tous les programmes phares et renforcer le Secteur de la communication et de l'information dans la structure de l'UNESCO. Nous estimons que toutes les questions relatives au développement et à l'application des TIC qui, dans les documents présentés, se trouvent éparpillées dans diverses directions, doivent être concentrées dans ce Secteur.

(18.10) En ce qui concerne la réforme de l'Organisation, il convient d'évoquer un autre aspect de l'activité de l'UNESCO où la question des économies de moyen doit être abordée avec circonspection. Il s'agit de l'utilisation des six langues officielles de l'Organisation, surtout dans le cadre des activités statutaires, pour lesquelles les experts nationaux jouent un rôle essentiel. Pour beaucoup de ces spécialistes, disposer d'une traduction dans sa langue maternelle est indispensable pour une participation effective à ces travaux. Il nous semble que de nombreux États membres s'inquiètent de ce problème et nous partageons leur préoccupation. Nous espérons pouvoir parvenir, au cours de cette session du Conseil exécutif, à finaliser les documents fondamentaux présentés, compte tenu des propositions et des observations qui seront formulées au cours de la discussion. Je vous remercie de votre attention.

19.1 **M. Ouattara** (Burkina Faso) *in extenso* :

Madame la Présidente de la Conférence générale, Madame la Présidente du Conseil exécutif, Madame la Directrice générale, Mesdames et Messieurs, il est toujours exaltant pour le Burkina Faso, dans le cadre de notre agora saisonnière, de partager sa vision de notre Organisation dans un esprit critique et constructif. Il s'agit de revisiter, ensemble, notre cheminement collectif vers la réalisation des idéaux de notre Organisation, et surtout de rechercher collégialement les réponses les plus propres à renforcer son assise.

19.2 Nous constatons, pour vous en féliciter Madame la Directrice générale, que votre engagement reste sans faille s'agissant de trouver des solutions pérennes pour stabiliser la situation financière de l'Organisation et pour asseoir celle-ci sur un terrain solide. Dans leurs grandes lignes, les documents 37 C/5 et 37 C/4 reflètent cette préoccupation. Cela est à votre honneur et, tout comme le Groupe Afrique, nous sommes dans une dynamique d'accompagnement de la conception de ce programme.

19.3 À l'intérieur de ce cadre programmatique, des axes majeurs attirent particulièrement notre attention de pays en voie de développement. On ne le soulignera sans doute jamais assez, les programmes relatifs à la culture de la paix, à la promotion de la jeunesse, à la question du genre, s'inscrivent en lettres capitales dans l'agenda des plus hautes autorités de notre pays. C'est dire que le Burkina Faso est en phase avec la déclinaison programmatique des actions concourant à la résilience et à la paix sociale.

19.4 Madame la Directrice générale, comme nous le constatons, la priorité Égalité entre les sexes est réaffirmée et la priorité Afrique maintenue. Mais dans le même temps, il nous semble indispensable de travailler à un approfondissement de la question de l'opérationnalisation sur le terrain de cette seconde priorité, au regard des expériences amères du passé. Il s'agit de travailler à ce que la nouvelle conception de cette priorité soit beaucoup plus en phase avec les attentes de nos populations. Par ailleurs, un travail de diffusion de l'information à l'intérieur et à l'extérieur de l'UNESCO doit se poursuivre pour renforcer la bonne appréciation des concepts liés à la priorité Afrique. Nous sommes convaincus que si nous avons, au sein de l'UNESCO ainsi qu'avec les partenaires de l'Afrique, une vision mieux partagée des normes et des concepts, nous serons à même d'accompagner et de contribuer à l'efficacité de cette priorité Afrique.

19.5 La question de la jeunesse, des populations vulnérables et de leur prise en compte, fait l'objet d'une grande attention et d'un intérêt accru de votre part. Pour le Burkina Faso, aucun projet, quelles que soient sa pertinence et la noblesse de ses objectifs, ne saurait réussir s'il ne mobilise l'ensemble des catégories de population, y compris les jeunes et les femmes.

19.6 C'est du reste pour cela que la question de l'eau et des aménagements hydrauliques qui vous tient à cœur nous interpelle également au plus haut point. Pays sahélien, le Burkina Faso a décidé de faire de la question de l'eau, de son accessibilité, de son assainissement, une priorité de l'action publique. Cette option institutionnelle rencontre du reste un écho plus que favorable au sein des populations, des structures consuméristes ainsi que de la société civile. L'exemple du Musée de l'eau, initiative privée servant une cause nationale, voire transnationale, est à cet égard très parlant. Un soutien de l'UNESCO aux initiatives majeures en matière d'eau serait le bienvenu et confirmerait aux différents acteurs en présence que le pays est sur la bonne voie.

19.7 Madame la Directrice générale, la question de l'éducation est au cœur de tous les processus relevant du mandat de l'UNESCO. Nous nous félicitons du rôle de l'UNESCO dans la conduite de l'Initiative mondiale du Secrétaire général de l'ONU, M. Ban Ki-moon, pour l'Éducation avant tout (GEFI). Nous nous réjouissons également que vous ayez pris l'initiative d'élever la Première Dame de notre pays, Mme Chantal Compaoré, au rang d'Ambassadrice de bonne volonté. Pour le Burkina Faso, les centres de catégories 1 et 2 de l'UNESCO, les chaires et toutes les structures participatives de la chaîne éducationnelle, du préscolaire au postuniversitaire, formelles ou non formelles, doivent pouvoir être mobilisés pour atteindre les objectifs que nous nous sommes fixés. Et nous comptons que l'UNESCO, dans le cadre du CapEPT et des différentes initiatives, accompagnera notre pays afin de réussir le pari d'une éducation accessible et de qualité pour tous.

19.8 Enfin, Madame la Directrice générale, nous voulons, au nom du chef de l'État S. E. M. Blaise Compaoré, réitérer la reconnaissance du Burkina Faso pour la visite que vous avez rendue à l'occasion de la 23^e édition du Festival panafricain du cinéma et de la télévision de Ouagadougou (FESPACO), cadre de promotion de l'image du continent et de sa diaspora, mais également outil d'ouverture de l'Afrique aux autres réalités et cultures du monde. Je vous remercie.

20.1 **Sra. Sánchez Bello** (República Bolivariana de Venezuela) *in extenso*:

Señora Presidenta del Consejo Ejecutivo, señora Presidenta de la Conferencia General, señora Directora General, señoras y señores: Hablaré en nombre del Grupo de América Latina y el Caribe. Este Consejo Ejecutivo reviste una importancia crucial para la UNESCO, puesto que deberá considerar por primera vez, y en condiciones presupuestarias difíciles, tanto el Proyecto de Estrategia a Plazo Medio, como el Proyecto de Programa y Presupuesto, que abarcan ocho y cuatro años, respectivamente. Este Consejo deberá pronunciarse también sobre el proceso de reforma propuesto por la Directora General, que afectará a la estructura de la Organización. Consciente de que la UNESCO debe ir a la par de los cambios en el mundo, el GRULAC está comprometido con el proceso de reforma y acompaña en sus esfuerzos a la Directora General. El nuestro es un acompañamiento crítico, pero

constructivo, que busca una reforma profunda que revitalice y refuerce el papel de nuestra Organización en el siglo XXI. No estamos por el *statu quo*, pero tampoco deseamos una reforma a medio camino. El GRULAC comprende las difíciles circunstancias en las que ha transcurrido este proceso, cuyo trasfondo ha sido la crítica situación financiera de la Organización y la incertidumbre que ésta conlleva. Apremiados por estas circunstancias, no se contó con el tiempo suficiente para realizar el debate y el intercambio de opiniones que ameritan los cambios sustantivos que se proponen. Aunque el tiempo nos presiona, debe ser la cautela y no la prisa la brújula de nuestros trabajos. No debemos descartar ningún camino. Trabajaremos sin prisa, pero sin pausa. El GRULAC está preparado para debatir y mejorar los documentos 37 C/4 y 37 C/5 sobre los que habríamos deseado mayores y más amplias consultas con los Estados Miembros y con todos los sectores del programa.

20.2 Nuestro grupo reitera la especificidad, vigencia y pertinencia de las cinco áreas de acción o grandes programas de la UNESCO: Educación, Cultura, Ciencias Exactas y Naturales, Ciencias Sociales y Humanas y Comunicación e Información, de acuerdo con la Decisión 190 EX/19, adoptada por el Consejo Ejecutivo. El GRULAC exhorta a la UNESCO a preservar y fortalecer su mandato y liderazgo en la educación. Reitera su más firme compromiso con la EPT, la prioridad de las prioridades de la Organización, y reafirma la necesidad de acelerar el cumplimiento de los objetivos de Dakar, de aquí a 2015, especialmente redoblando los esfuerzos para combatir el terrible flagelo del analfabetismo a nivel mundial. Insta a la Directora General a fortalecer el Gran Programa I, en el marco del 37 C/4 y el 37 C/5, promoviendo el intercambio de buenas prácticas y la cooperación Sur-Sur y Norte-Sur-Sur, conforme a las Declaraciones Ministeriales de la Reunión Mundial sobre la EPT (GEM) de 2012, la reunión del PRELAC de 2013 y la reunión de la Comunidad de Estados Latinoamericanos y Caribeños (CELAC) celebrada en La Habana en 2013; por ello, lo que esperamos con interés las acciones concretas, a fin de acelerar el "Último gran impulso de la EPT". Nuestro apoyo ratifica su compromiso con la educación superior como una de las prioridades para el C/4 y el C/5, subrayando el interés de fortalecer al IESALC y su autonomía funcional y administrativa, a fin de focalizar sus actividades, con los recursos financieros aprobados por la Conferencia General. El GRULAC expresa su firme apoyo a la COI y ve con preocupación el limitado presupuesto asignado para su funcionamiento, particularmente por la importancia que reviste el sistema de alerta temprana contra los tsunamis para los países insulares en desarrollo. Asimismo, considera que la UNESCO debe reforzar las actividades del Programa MAB y en relación con el agua, particularmente el Programa Hidrológico Internacional. Los países de América Latina y el Caribe reiteran su respaldo y compromiso con el Sector de Ciencias Sociales y Humanas y hacen hincapié en la necesidad de integrar la ética y su dimensión normativa en sus diversos programas y actividades. Asimismo, reafirman la importancia del Programa MOST, centrado en la promoción de la inclusión social, a través de la investigación para la formulación de políticas públicas y el desarrollo sostenible. Con respecto a la propuesta de creación de un eventual Centro para las Transformaciones Sociales y el Diálogo Intercultural, el GRULAC lamenta haber recibido la nota conceptual tardíamente, y sin el análisis necesario de su valor agregado, lo que ha impedido a muchos Estados

estudiarlo en profundidad, habida cuenta de que constituye una reforma de la estructura del Sector de Ciencias Sociales y Humanas y, de que por tanto, se necesita más tiempo para celebrar consultas con las capitales. Nuestro Grupo subraya la trascendencia de las convenciones sobre la cultura, en particular la Convención de 1970, relativa al tráfico ilícito de bienes culturales. En este sentido, exhorta a la Directora General a ejercer plenamente el liderazgo de la UNESCO, con el fin de articular los esfuerzos internacionales necesarios para asegurar la aplicación efectiva de este instrumento jurídico, y a explorar vías adicionales para reforzar con acciones enérgicas la lucha contra el saqueo del patrimonio cultural de nuestros pueblos, incluido el patrimonio cultural subacuático, así como también, para condenar, seguir de cerca y vigilar la acción del tráfico ilícito de bienes culturales. El GRULAC ve con preocupación el debilitamiento progresivo de los programas sobre el multilingüismo, al tiempo que considera improcedente el traslado del tema de "las lenguas indígenas y las lenguas en peligro de extinción" al Sector de Ciencias Exactas y Naturales. El GRULAC, consciente de la trascendencia del Gran Programa V - Comunicación e Información, manifiesta su apoyo a los objetivos estratégicos del Sector en favor de la promoción de medios libres, independientes y pluralistas y la preservación del Programa Memoria del Mundo. Nuestro Grupo expresa su preocupación por el desmantelamiento del Sector y el debilitamiento del PIPT, cuyo valor agregado dentro del sistema de las Naciones Unidas resulta incuestionable. El PIPT es el único programa que aborda temas de gran actualidad como la preservación del patrimonio digital, los Recursos educativos abiertos (REA), la ética de la información, el multilingüismo en el ciberespacio y la disminución de la brecha digital en pos de sociedades del saber inclusivas y democráticas. La importancia del PIPT fue reconocida por la mayoría de los Estados Miembros en la 190ª reunión del Consejo Ejecutivo.

20.3 El GRULAC desea expresar su preocupación ante la situación financiera actual de la UNESCO, que ha afectado principalmente a las actividades del programa. También expresa su preocupación ante la situación de la tesorería en 2014-2015 y la disparidad entre el presupuesto y la estimación de los fondos necesarios para el ejercicio 2014-2015. Insiste igualmente en que los programas fundamentales de nuestra Organización continúen siendo financiados con el Presupuesto Ordinario. Finalmente, insta a la Directora General a reforzar el servicio de interpretación simultánea de la UNESCO y a velar por el mantenimiento del idioma español en las reuniones estatutarias.

20.4 Paso ahora a hablar en nombre de mi país. El pueblo y el Gobierno de Venezuela desean expresar su infinita gratitud a los pueblos y gobiernos aquí representados por las múltiples expresiones de solidaridad y de afecto ante la irreparable pérdida del líder de la Revolución Bolivariana, el Comandante Hugo Chávez Frías. Su legado perdurará como una llamada en el corazón de los pueblos que luchan por un mundo multipolar, con paz y justicia social. Señora Presidenta: Venezuela está lista para participar en el debate sobre la reforma de la UNESCO, en el marco de un proceso de consultas formales participativo, democrático y transparente, sin imposiciones ni presiones. La principal dificultad con que tropiezan los esfuerzos desplegados por la Directora General estriban en la resistencia de quienes pretenden no cambiar nada para preservar los privilegios del *statu quo* y de quienes pretenden cambiarlo

todo para liquidar la Organización. Así, se propone la desaparición y el desmantelamiento de programas fundamentales y el traspaso incoherente de algunas competencias entre sectores, desconociéndose el mandato definido en la Decisión 190 EX/19. El presupuesto destinado a programas y actividades se subsume en una temeraria definición de costos operativos, para seguir financiando con más del 60% del presupuesto los gastos de la Sede, de personal y de viajes. Entonces, ¿cuál es la reforma? Se nos habla de economías en materia de recuperación de costos, pero el financiamiento de los programas evidencia una dramática dependencia de los fondos extrapresupuestarios, cuyo costo político se traduce en un proceso sistemático de privatización de la UNESCO, que erosiona su carácter intergubernamental y vulnera su autonomía y gobernanza. El boicot financiero imperial, impuesto a la UNESCO por la admisión de Palestina en su seno, se ha convertido en una poderosa estrategia de chantaje contra la Organización para bloquear todo esfuerzo por reposicionar a la UNESCO y afianzar su credibilidad y liderazgo internacional.

20.5 Señoras y señores: La UNESCO requiere con urgencia una reforma que le permita resolver la crisis de identidad que padece desde hace ya más de una década. La ausencia cada vez mayor de temas sustantivos dentro del orden del día del Consejo, agobiado por los temas administrativos y de microgestión, así lo demuestra. Pero ninguna reforma será efectiva hasta tanto no se modifiquen sus complejos métodos y procedimientos, que impiden cumplir con su cometido y adaptarse al actual contexto internacional. El modelo neoliberal y las exigencias asfixiantes del perverso sistema financiero internacional se complementan para auxiliar a grandes banqueros y corporaciones, antes que atacar la pobreza rampante y los desequilibrios climáticos. Es aquí donde cabe preguntarse: ¿qué papel ha cumplido la UNESCO para sensibilizar a este mundo tan desigual a propósito del humanismo del siglo XXI, planteado por la Directora General? A poco tiempo de concluir el plazo fijado para la consecución de los objetivos de la EPT, poco se dice de lo que ha hecho la UNESCO en materia educativa, y en cambio se considera como objetivo estratégico “*Enseñar a los educandos a ser ciudadanos mundiales creativos y responsables*”. Estratégico y responsable sería erradicar el analfabetismo, acelerar el logro de las metas de la EPT, promover el derecho a la educación superior como bien público y no como mercancía, y garantizar el derecho al agua potable. Se habrá de hacer más democrática y moderna a la UNESCO, pero desde su interior se bloquean los esfuerzos encaminados a favorecer una participación amplia y responsable. ¿Cómo se explica que la Secretaría no haya discutido con los Estados Miembros los contenidos del C/4 y el C/5? Como podríamos aprobar unos densos y confusos C/4 y C/5, que abarcan ocho y cuatro años, respectivamente, con una entrega demorada de los documentos y sin la traducción en los seis idiomas oficiales? Señora Presidenta: se nos pretende imponer la creación de un Centro para las Transformaciones Sociales y el Diálogo Intercultural, sin celebrar una consulta por escrito con los Estados Miembros. La nota conceptual recibida de forma extemporánea no satisface las preocupaciones expresadas por el Grupo Especial Preparatorio de este Consejo, ni responde a las inquietudes manifestadas en la 11ª reunión del Consejo Intergubernamental del Programa MOST. ¿Por qué no destinar los 14 millones de dólares presupuestados para este Centro a fortalecer el programa de ciencias sociales y humanas, el Programa MOST, la Prioridad África, la

COI, el multilingüismo o la lucha contra el tráfico ilícito de bienes culturales? En estas condiciones, Venezuela expresa sus reservas sobre este Centro, considerando que la UNESCO no requiere más estructuras, ni más burocracia y tampoco más transversalidad para cumplir sus objetivos. Venezuela saluda con beneplácito la incorporación de la educación superior como prioridad del Gran Programa I en los documentos 37 C/4 y 37 C/5 propuestos y agradece el compromiso de la Directora General de fortalecer al IESALC y financiar el desarrollo de sus programas y actividades en América Latina y el Caribe. Para construir los baluartes de la paz en la mente de los hombres, la UNESCO no puede ser indiferente frente al abuso de los grandes monopolios mediáticos que, bajo el amparo de la libertad de expresión, manipulan el flujo de la información para promover la propaganda de guerra y el terrorismo. Por ello, Venezuela exhorta a la Directora General a garantizar la integridad y el equilibrio del Sector de Comunicación e Información, preservando todos sus programas, tales como Memoria del Mundo, las TIC, los Recursos educativos abiertos y la promoción de los medios comunitarios, pluralistas e independientes. Mi país se asocia a las declaraciones tanto del GRULAC como del G-77 más China.

20.6 Señoras y señores: el Presidente Hugo Chávez, en la visita oficial realizada a la UNESCO en 1999, expresó en estos mismos espacios que debíamos “inventar nuestros propios modelos, aprendiendo a atrevernos”. Y por eso nos atrevemos a proponer hoy que, en la difícil coyuntura que vive la Organización, una alternativa válida para este Consejo Ejecutivo sería adoptar por un bienio más el 34 C/4 y el 36 C/5, a fin de analizar y preparar con más tiempo la nueva Estrategia a Plazo Medio y el nuevo Proyecto de Programa y Presupuesto, que serían aprobados por la 38ª reunión de la Conferencia General. Muchas gracias.

(20.1) **Mme Sánchez Bello** (République bolivarienne du Venezuela) *in extenso*
(traduit de l'espagnol) :

Madame la Présidente du Conseil exécutif, Madame la Présidente de la Conférence générale, Madame la Directrice générale, Mesdames et Messieurs, je m'exprimerai au nom du Groupe de l'Amérique latine et des Caraïbes. La présente session du Conseil exécutif revêt une importance cruciale pour l'UNESCO car il faudra y examiner pour la première fois, et dans une situation budgétaire difficile, à la fois le Projet de stratégie à moyen terme et le Projet de programme et de budget qui couvrent une période de huit ans et quatre ans, respectivement. À la présente session, le Conseil devra aussi se prononcer sur le processus de réforme proposé par la Directrice générale, qui touchera la structure de l'Organisation. Conscient de la nécessité pour l'UNESCO de suivre les changements qui se produisent dans le monde, le GRULAC s'est engagé à soutenir le processus de réforme et accompagne la Directrice générale dans ses efforts. Cet accompagnement est critique mais constructif et il aspire à une réforme profonde qui revitalise et renforce le rôle de notre Organisation en ce XXI^e siècle. Si nous ne sommes pas favorables au *statu quo*, nous ne souhaitons pas non plus une réforme qui s'arrête à mi-chemin. Le GRULAC comprend bien le contexte difficile dans lequel se déroule ce processus qui a pour toile de fond la situation financière critique de l'Organisation et l'incertitude qui l'accompagne. Poussés par les circonstances, nous n'avons pas eu assez de temps

pour débattre et échanger nos points de vue, comme l'auraient mérité les profonds changements proposés. Bien que nous soyons pressés par le temps, c'est la prudence et non l'urgence qui doit guider nos travaux. Nous ne devons écarter aucune possibilité. Nous travaillerons sans hâte mais sans relâche. Le GRULAC est disposé à débattre et à améliorer les documents 37 C/4 et 37 C/5 sur lesquels nous aurions souhaité de plus amples consultations avec les États membres et tous les secteurs de programme.

(20.2) Notre groupe réaffirme la spécificité et la pertinence des cinq domaines d'action ou grands programmes de l'UNESCO, à savoir l'éducation, la culture, les sciences exactes et naturelles, les sciences sociales et humaines ainsi que la communication et l'information, conformément à la décision 190 EX/19 du Conseil exécutif. Le GRULAC appelle l'UNESCO à préserver et renforcer son mandat et son rôle de chef de file dans le domaine de l'éducation. Il réaffirme son engagement le plus résolu en faveur de l'EPT, priorité absolue de l'Organisation, et insiste de nouveau sur la nécessité d'accélérer la réalisation des objectifs de Dakar d'ici à 2015, notamment en redoublant d'efforts pour lutter contre le terrible fléau de l'analphabétisme dans le monde. Il invite instamment la Directrice générale à renforcer le grand programme I dans le 37 C/4 et le 37 C/5, en encourageant l'échange de bonnes pratiques et la coopération Sud-Sud et Nord-Sud-Sud, conformément aux déclarations ministérielles de la Réunion mondiale sur l'EPT de 2012, de la réunion du PRELAC de 2013 et de celle la Communauté des États latino-américains et caraïbéens (CELAC) tenue à La Havane en 2013 ; aussi, nous attendons avec intérêt les mesures concrètes qui seront prises pour accélérer dans la « dernière ligne droite » afin d'atteindre les objectifs de l'EPT. Notre groupe réaffirme son engagement en faveur de l'enseignement supérieur qui doit être une des priorités du C/4 et du C/5, et souligne qu'il serait bon de renforcer l'IESALC et son autonomie fonctionnelle et administrative afin de concentrer ses activités, avec les ressources financières approuvées par la Conférence générale. Le GRULAC exprime tout son soutien à la COI et juge préoccupant le faible budget alloué à son fonctionnement, compte tenu notamment de l'importance que revêt le système d'alerte rapide aux tsunamis pour les pays insulaires en développement. De même, il estime que l'UNESCO doit renforcer les activités du Programme MAB et, en ce qui concerne l'eau, celles du Programme hydrologique international. Les pays d'Amérique latine et des Caraïbes réaffirment leur appui au Secteur des sciences sociales et humaines et insistent sur la nécessité d'intégrer l'éthique et la dimension normative dans les divers programmes et activités de ce secteur. Ils réaffirment en outre l'importance du Programme MOST axé sur la promotion de l'inclusion sociale par le biais de la recherche au service de l'élaboration des politiques publiques et du développement durable. En ce qui concerne la proposition visant à créer un centre des transformations sociales et du dialogue interculturel, le GRULAC regrette d'avoir reçu tardivement la note conceptuelle, de surcroît non accompagnée de la nécessaire analyse de la valeur ajoutée, ce qui a empêché de nombreux États d'étudier cette proposition de façon approfondie, d'autant qu'elle constitue pour le Secteur des sciences sociales et

humaines une réforme de structure qui exige donc davantage de temps pour procéder aux consultations nécessaires avec les capitales. Notre groupe souligne l'importance des conventions relatives à la culture, en particulier la Convention de 1970 concernant le trafic illicite de biens culturels. À cet égard, il invite la Directrice générale à faire en sorte que l'UNESCO joue pleinement son rôle de chef de file afin d'articuler les efforts internationaux nécessaires pour assurer l'application effective de cet instrument juridique, et à rechercher d'autres moyens de renforcer, par des mesures énergiques, la lutte contre le pillage du patrimoine culturel de nos peuples, y compris le patrimoine culturel subaquatique, et de condamner, suivre de près et surveiller le trafic illicite de biens culturels. Le GRULAC constate avec préoccupation l'affaiblissement progressif des programmes relatifs au multilinguisme, et juge inapproprié de transférer la question « des langues autochtones et des langues en péril » au Secteur des sciences exactes et naturelles. Conscient de l'importance du grand programme V, Communication et information, il appuie les objectifs stratégiques du Secteur en faveur de la promotion de médias libres, indépendants et pluralistes, et la préservation du Programme Mémoire du monde. Notre groupe s'inquiète du démantèlement de ce secteur et de l'affaiblissement du Programme Information pour tous (PIPT) dont la valeur ajoutée au sein du système des Nations Unies est indiscutable. Le PIPT est le seul programme qui aborde des sujets d'une grande actualité, comme la préservation du patrimoine numérique, les ressources éducatives libres (REL), l'éthique de l'information, le multilinguisme dans le cyberspace et la réduction de la fracture numérique, en vue d'édifier des sociétés du savoir inclusives et démocratiques. L'importance du PIPT a été reconnue par la majeure partie des États membres à la 190^e session du Conseil exécutif.

(20.3) Le GRULAC tient à exprimer sa préoccupation face à la situation financière actuelle de l'UNESCO qui a touché principalement les activités du programme. Il exprime également son inquiétude face à la situation de trésorerie de l'Organisation en 2014-2015 et à la disparité entre le montant du budget et l'estimation des fonds nécessaires pour l'exercice 2014-2015. Il insiste également pour que les programmes essentiels de notre Organisation continuent d'être financés par le budget ordinaire. Enfin, il prie la Directrice générale de renforcer les services d'interprétation simultanée de l'UNESCO et de veiller au maintien de la langue espagnole dans les réunions statutaires.

(20.4) Je m'exprime maintenant au nom de mon pays. Le peuple et le Gouvernement du Venezuela tiennent à exprimer leur infinie gratitude aux peuples et aux gouvernements ici représentés pour leurs nombreuses expressions de solidarité et de sympathie lors de la perte irréparable du leader de la Révolution bolivarienne, le Commandant Hugo Chávez Frias. Son héritage restera gravé dans le cœur des peuples qui luttent pour un monde multipolaire fait de paix et de justice sociale. Madame la Présidente, le Venezuela est prêt à participer au débat sur la réforme de l'UNESCO dans le cadre d'un processus de consultations formelles qui soit participatif, démocratique et transparent, sans contraintes ni pressions. La principale difficulté à laquelle se heurtent les efforts déployés par la Directrice générale réside dans la résistance de ceux

qui prétendent ne rien changer pour préserver les privilèges que confère le *statu quo*, et de ceux qui prétendent tout changer pour détruire l'Organisation. Ainsi, on propose de supprimer et de démanteler des programmes fondamentaux, et de transférer de façon incohérente certaines compétences d'un secteur à l'autre, au mépris du mandat défini dans la décision 190 EX/19. Le budget des programmes et des activités correspond à une définition sommaire des coûts de fonctionnement et sert à continuer de financer à hauteur de plus de 60 % les dépenses du Siège, les coûts de personnel et les frais de voyage. Dans ces conditions, en quoi consiste la réforme ? On nous parle d'économies en matière de recouvrement des coûts mais le financement des programmes semble dépendre de façon impressionnante des fonds extrabudgétaires ; le coût politique en est un processus systématique de privatisation de l'UNESCO, qui porte atteinte à son caractère intergouvernemental et affaiblit son autonomie et sa gouvernance. Le boycott financier impérial imposé à l'UNESCO à la suite de l'admission de la Palestine s'est transformé en une puissante stratégie de chantage à l'égard de l'Organisation visant à juguler tout effort en vue de repositionner l'UNESCO et de renforcer sa crédibilité et son rôle de chef de file au niveau international.

(20.5) Mesdames et Messieurs, l'UNESCO a de toute urgence besoin d'une réforme qui lui permette de venir à bout de la crise d'identité dont elle souffre depuis déjà plus d'une décennie. L'absence de plus en plus criante de sujets de fond dans l'ordre du jour du Conseil, surchargé de questions administratives et de micro-gestion, en témoigne. Or, aucune réforme n'aboutira tant que l'Organisation ne modifiera pas ses méthodes et procédures complexes qui l'empêchent de s'acquitter de son mandat et de s'adapter au contexte international actuel. Le modèle néolibéral et les exigences asphyxiantes du système financier international pervers s'unissent pour venir en aide aux banquiers et aux grandes entreprises au lieu de s'attaquer à la pauvreté rampante et aux déséquilibres climatiques. Il faut ici se poser la question : qu'a fait l'UNESCO pour attirer l'attention sur ce monde marqué par tant d'inégalités, si l'on se réfère à l'humanisme du XXI^e siècle développé par la Directrice générale ? Alors qu'arrive l'échéance fixée pour la réalisation des objectifs de l'EPT, on n'a guère d'informations sur ce que l'UNESCO a fait dans le domaine de l'éducation, mais on considère comme un objectif stratégique le fait de « *donner aux apprenants les moyens d'être des citoyens du monde créatifs et responsables* ». Ce qui serait stratégique et responsable, ce serait d'éliminer l'analphabétisme, d'accélérer la réalisation des objectifs de l'EPT, de promouvoir le droit à l'enseignement supérieur comme un bien public et non comme une marchandise, et de garantir le droit à l'eau potable. Il faudra faire de l'UNESCO une organisation plus démocratique et plus moderne mais, en interne, tout effort visant à favoriser une participation plus large et responsable est neutralisé. Comment explique-t-on que le Secrétariat n'ait pas débattu avec les États membres du contenu du C/4 et du C/5 ? Comment pourrions-nous approuver un C/4 et un C/5 denses et confus, couvrant une période de respectivement huit ans et quatre ans, alors que les documents ont été remis tardivement, sans être traduits dans les six langues officielles ? Madame la Présidente, on

prétend nous imposer la création d'un centre pour les transformations sociales et le dialogue interculturel sans avoir consulté par écrit les États membres. La note conceptuelle reçue avec retard ne répond pas aux préoccupations exprimées par le Groupe préparatoire ad hoc du Conseil exécutif ni aux inquiétudes formulées à la onzième session du Conseil intergouvernemental du Programme MOST. Pourquoi ne pas affecter les 14 millions de dollars budgétisés pour ce centre au renforcement du programme de sciences sociales et humaines, au Programme MOST, à la priorité Afrique, à la COI, au multilinguisme ou à la lutte contre le trafic illicite de biens culturels ? Dans ces conditions, le Venezuela exprime ses réserves à propos de ce centre, car il estime que l'UNESCO n'a pas besoin de structures supplémentaires, ni de plus de bureaucratie ni de plus de transversalité pour atteindre ses objectifs. Le Venezuela se félicite de l'introduction de l'enseignement supérieur comme priorité du grand programme I dans les documents 37 C/4 et 37 C/5, et apprécie que la Directrice générale se soit engagée à renforcer l'IESALC et à financer la mise en œuvre de ses programmes et activités en Amérique latine et dans les Caraïbes. Pour élever les défenses de la paix dans l'esprit des hommes, l'UNESCO ne saurait être indifférente aux abus des grands monopoles médiatiques qui, au nom de la liberté d'expression, manipulent les flux d'information pour promouvoir la propagande guerrière et le terrorisme. C'est pourquoi le Venezuela demande instamment à la Directrice générale de garantir l'intégrité et l'équilibre du Secteur de la communication et de l'information en préservant tous ses programmes, en particulier le Programme Mémoire du monde, les TIC, les ressources éducatives libres et la promotion des médias communautaires, pluralistes et indépendants. Mon pays s'associe aux déclarations du GRULAC et du Groupe des 77 et la Chine.

(20.6) Mesdames et Messieurs, lors de sa visite officielle à l'UNESCO en 1999, le Président Hugo Chávez a déclaré ici même que « nous sommes obligés d'inventer nos propres modèles [...], d'apprendre à oser ». C'est pourquoi nous osons proposer aujourd'hui, dans la situation difficile que traverse l'Organisation, une autre option qui consisterait pour le Conseil exécutif à adopter pour un exercice biennal supplémentaire le 34 C/4 et le 36 C/5 afin de disposer de plus de temps pour analyser et préparer la nouvelle Stratégie à moyen terme et le nouveau Projet de programme et de budget, lesquels seraient approuvés par la 38^e session de la Conférence générale. Merci beaucoup.

21.1 Mme Chainaye (Belgique) *in extenso* :

Madame la Présidente de la Conférence générale, Madame la Directrice générale, chers collègues, la Belgique soutient pleinement la déclaration faite au nom de l'Union européenne et souhaite, à titre national, faire les commentaires suivants. La mise en œuvre du programme 2012-2013 s'effectue difficilement au prix d'efforts considérables du Secrétariat, à la fois au Siège et hors Siège. Nous en sommes très conscients. Dans cette situation très particulière, que nous espérons voir se dénouer à très court terme, je voudrais féliciter la Directrice générale d'avoir malgré tout su affirmer le leadership de l'UNESCO sur la scène internationale, à travers Rio + 20, l'Éducation avant tout ou l'examen SMSI + 10. Sur le terrain, malheureusement, la mise en œuvre du programme a souffert de manière plus sérieuse.

Mais il est toutefois un domaine où nous devons nous réjouir. En effet, la découverte majeure d'une gigantesque nappe aquifère dans la Corne de l'Afrique, permettra prochainement aux populations locales d'améliorer leurs conditions de vie. Sans l'UNESCO, sans l'appui des contributions initiales de la Belgique, et particulièrement de la Flandre, cette *success story* n'aurait pu voir le jour.

21.2 D'autres *success stories* sont en gestation, assurément. Toutefois, pour en garantir l'émergence, et pour assurer pertinence, dynamisme et anticipation à notre Organisation, il faut trouver le juste dosage entre notre degré d'ambition et notre capacité de réalisation. Au moment où nous nous penchons sur le rôle de l'UNESCO pour consolider la paix et le développement durable, un idéalisme créatif et porteur de prospérité est nécessaire. Mais il doit aussi être tempéré par un réel pragmatisme dans tous les dossiers de mise en œuvre.

21.3 Madame la Présidente, le document EX/4 montre que le programme n'a pu être réalisé pleinement et que nous sommes sur le point d'atteindre un seuil critique en termes de fonctionnement. Quand les secteurs n'ont plus les moyens de financer leurs réunions statutaires, quand les missions et voyages ne sont plus autorisés qu'à titre exceptionnel, quand les formations sont suspendues, c'est le fonctionnement des organes vitaux de l'Organisation qui est atteint. Nous ne voulons pas d'une UNESCO affaiblie ou sous médication. Le Fonds d'urgence n'est malheureusement pas la potion magique. Les fonds extrabudgétaires non plus. La Directrice générale a raison de voir dans l'élaboration des prochains C/4 et C/5 une occasion unique de renforcer la spécificité de l'UNESCO et d'approfondir la réforme lancée en 2010. Comme la Directrice générale le dit aussi, la concentration de nos activités doit être notre pierre angulaire. Un nombre plus ciblé d'actions et de programmes améliorera aussi notre visibilité et certainement notre efficacité. Ce ciblage doit être adapté à nos ressources.

21.4 S'agissant du C/4 et du C/5, je voudrais faire quelques commentaires plus précis. Mon pays souhaite que le C/4 soit plus concis, plus ciblé et plus stratégique. En ce qui concerne le C/5, nous ne voyons pas clairement comment la volonté de priorisation et de plus grande intersectorialité a été traduite dans les propositions. S'agissant de la culture, nous nous félicitons des propositions tendant à renforcer la place de la culture dans le développement. En ce qui concerne la science, nous restons persuadés que l'UNESCO gagnerait en pertinence si le Secteur des sciences exactes et naturelles et le Secteur des sciences sociales et humaines travaillaient de façon intégrée, dans l'esprit de Rio + 20 et en faveur des « sociétés vertes ». Nous pensons enfin que les questions de transformation sociale et de dialogue interculturel doivent faire l'objet d'un traitement renforcé et transversal. La note du Secrétariat nous offre des orientations intéressantes à cet égard. Quant au Département Afrique, il pourrait très bien à notre sens être redéployé sur le terrain. Dans tous les cas de figure, sa mission doit être recentrée sur une coordination au service des secteurs et ne pas faire exception à la règle selon laquelle les bureaux hors Siège font rapport de leurs activités aux secteurs. Madame la Présidente, lorsque nous examinerons l'Addendum 2 du 37 C/5, ma délégation sera très attentive à la capacité du Secrétariat de mettre en œuvre les programmes d'excellence de l'Organisation avec les fonds du budget ordinaire.

21.5 À cet égard, je dois ici attirer votre attention sur le financement de la Commission océanographique

intergouvernementale de l'UNESCO (COI), dont le fonctionnement est particulièrement affecté par la situation budgétaire. D'autres l'ont dit avant nous : au moment où chacun prend plus que jamais conscience que les océans sont vitaux pour l'avenir à long terme de notre planète, l'UNESCO dispose d'un avantage comparatif unique, qu'il est de notre responsabilité de préserver dans le cadre du processus post-2015. Si nous ne renforçons pas le rôle global de la COI et de son secrétariat, la qualité des prestations de l'UNESCO et sa capacité d'agir dans ce domaine risquent d'en pâtir.

21.6 Pour terminer, la Belgique remercie vivement la Directrice générale de ses efforts en vue de l'envoi d'une mission à Jérusalem et entend lui exprimer ici son soutien pour un second mandat. Soyez également assurée, Madame la Directrice générale, que la Belgique appuiera tous vos efforts pour valoriser au mieux les missions tellement essentielles de l'UNESCO. Je vous remercie.

22.1 **Mr Tangara (Gambia) *in extenso*:**

Madam Chair of the Executive Board, Madam Chair of the General Conference, Madam Director-General of UNESCO, Your Excellencies, Ambassadors and Permanent Delegates, ladies and gentlemen, from the onset I want to start by strongly condemning the act that was perpetrated by terrorists in America, and expressing our deepest sympathy and heartfelt condolences to the American people. Further, I cannot fail to take this opportunity to thank the Chair for the excellent manner in which she is conducting our work and I would like to congratulate the Director-General and the Secretariat on their efforts in successfully guiding and directing the Organization, amid the prevalent and much lamented financial quandary.

22.2 As the 37th session of the General Conference draws nearer, the ardent need is ever more evident to strengthen the reforms that have been initiated, re-evaluate our priorities and restructure the Organization, and these continue to be part of the main agenda of this session. Documents 37 C/4 and 37 C/5 will set proposals for discussion in this direction. Consequently, this 191st session provides a decisive forum to make sound and informed decisions in this respect. Therefore, we welcome the drafts crafted by the Secretariat, and commend the Director-General and her staff for their efforts.

22.3 While my delegation has taken note of the structural reforms and operational strategies proposed in documents 37 C/4 and 37 C/5, allow me the opportunity of stating that the Gambia endorses the statements made by the Africa group and the Group of 77 and China.

22.4 Madam Chair, it is evident that by 2015, a great number of our countries will not have attained the Education For All (EFA) and Millennium Development Goals (MDGs). In this direction, we hope that the global Education First initiative will provide the necessary big push, through its advocacy campaign, to make giant strides that will lead to the attainment of these crucial targets, which we have collectively set for ourselves.

22.5 We welcome the International Conference on Education for the post-2015 education agenda, and urge that the question of access be strongly highlighted in the efforts to promote the fundamental right to education. Teacher development, Technical and Vocational Education and Training (TVET), literacy, as well as lifelong learning remain huge challenges in the drive to meeting the EFA and the MDGs.

22.6 Distinguished ladies and gentlemen, supported by convincing evidence, research indicates that the development of national languages can help children to learn quickly and effectively. It is in this light that the new curriculum in the Gambia has given prominence to research into national languages and its introduction at the Lower Basic level. Therefore, we call for more support in this area through research and development and the engagement of the higher education sector. By the same token, we hope that priorities will be set to achieve a more substantial impact, and that the funds at our disposal will be managed better to derive optimal value from the programmes we develop and implement.

22.7 On the main lines of action in science, we have noticed the resolve to strengthen science, technology and innovation (STI) policies as a priority. We entreat the Director-General to work further towards strengthening STI in developing countries, and encourage the sharing of best practices.

22.8 It is evident today that the need to find innovative ways of improving livelihoods and boosting survival techniques has become a major priority, particularly for developing nations. Building capacity and promoting knowledge in the sciences should be given due attention not only to improve the livelihoods of our peoples but also to help curb the devastating natural disasters that perennially plague our planet.

22.9 Madam Chair, empowering youth and women has surfaced as an effective catalyst for development and for ensuring stability in many nations. In view of this realization, young people have to be engaged in policymaking and given a role in the decision-making process. The Gambia has taken note of the programme on youth empowerment for peace and sustainable development proposed in documents 37 C/4 and 37 C/5, and we support it fully.

22.10 The recent deplorable case of the destruction of invaluable documentation and artefacts of African heritage in Mali has shown how important it is to preserve, digitize and protect without delay our cultural relics and heritage. Continued destruction of such heritage of immense value continues under the unsettling circumstances faced by several Member States. This calls for urgent action in capacity building, as well as in the digitization of materials of value or importance to our heritage and cultures.

22.11 The Conference of Donors held on 18 February 2013 in solidarity with Mali was a laudable event and we hope that similar events will be organized. Therefore, we support the draft resolution tabled by the Director-General on strengthening the Memory of the World Programme, and call for support to fast-track the proposed activities through extrabudgetary funds and donor support.

22.12 Madam Chair, we thank the Director-General for the series of consultations held with stakeholders and partners. Even when some of the contributions of groups remain to be adequately reflected in the documents, the consultations and debates during this session should give us the opportunity to enrich the documents further and make them reflective of our common purpose.

22.13 We laud the Director-General and the Africa Department for the efforts made this time to give prominence to Priority Africa and for coming up with flagship programmes, as recommended. We encourage the Director-General to ensure that these flagship programmes are concrete and measurable programmes.

Furthermore, we expect that their implementation in Africa will show visible impact.

(The speaker continued in French)

22.14 Permettez-moi de saisir cette occasion pour exhorter les membres à s'acquitter de leurs contributions. En effet, il est évident que nous ne pouvons pas fonctionner sans forcément dépendre de l'appui d'autres organisations si nous ne disposons pas de sources de revenus claires. Pour conclure, j'en profite pour souhaiter plein succès à nos travaux et je vous remercie de votre attention.

23.1 **Sr. Fernández Palacios (Cuba) in extenso:**

Señora Presidenta, señora Directora General: Sean mis primeras palabras un homenaje a quien abrió las puertas de una época nueva para la América Latina y el Caribe forjando su unidad e integración, a quien nos devolvió la risa y renovó las esperanzas, redentor de los pobres y voz de los oprimidos en cualquier parte del mundo. El Presidente y Comandante Bolivariano Hugo Rafael Chávez Frías será siempre recordado por las presentes y futuras generaciones. Así lo patentizó el pueblo venezolano con la votación histórica que acaba de elegir como continuador de su proyecto bolivariano al Presidente Nicolás Maduro.

23.2 Señora Presidenta, señora Directora General: vivimos en un mundo diferente y una época nueva marcada por cambios acelerados, incertidumbres y limitaciones, y una mayor complejidad. Nada de lo que hoy hagamos puede ser como antes. Los problemas seculares siguen sin resolverse. De hecho, se han agravado como consecuencia de la concomitancia de las crisis económica, social, alimentaria, energética y climática. Crece el abismo que separa a los ricos de los pobres, aumentan las desigualdades entre las naciones y dentro de ellas. El subdesarrollo estructural se perpetúa. El capitalismo salvaje, de rostro neoliberal, con la complicidad de sus consorcios financieros y emporios mediáticos, intenta ahora pasarnos la factura de su crisis sistémica y estructural. Nada parece saciar su voracidad insaciable por los recursos naturales y su belicosidad sempiterna. Pero los pueblos se resisten y luchan. No pierden las esperanzas ni las ilusiones para construir un mundo mejor, donde puedan realizarse las potencialidades del ser humano conciliado con su naturaleza, un mundo de paz, justicia e igualdad, sin hambrientos ni analfabetos, mucho más culto y verdaderamente civilizado para apreciar la belleza de su patrimonio único e irrepetible, y donde el conocimiento científico y la información estén al alcance y disfrute de todos. Por ello, la UNESCO debe y tiene que cambiar. También tiene que rejuvenecerse y promover un cambio de mentalidad junto a un nuevo humanismo para el siglo XXI. No puede continuar haciendo las cosas como antaño. No puede pretender hacerlo todo, porque no todo lo hace bien. Debe contribuir a la paz en un mundo inseguro. Debe contribuir al desarrollo sostenible y la erradicación de la pobreza en un mundo desigual y de recursos limitados. Pero debe hacerlo con su propia mirada y a través de sus nobles armas: la educación, las ciencias, la cultura y la información. La UNESCO sólo tiene que parecerse a sí misma y a nadie más.

23.3 Señora Presidenta: desde un inicio, Cuba acogió con entusiasmo e interés las propuestas de reforma que ha venido impulsando la Directora General. Compartimos ampliamente su visión del cambio y la necesidad de renovación. Compartimos también el objetivo de tener una Organización vigorosa y reposicionada en el sistema

internacional. Reconocemos la entrega e incansables esfuerzos desplegados por la Directora General para adelantar sus propuestas y trazar el nuevo rumbo de la Organización. El camino no ha sido fácil y ha estado empedrado de dificultades. La crisis de impago, por el inaceptable chantaje financiero del principal contribuyente, le ha impedido a la Organización cumplir a cabalidad con sus objetivos y programas, provocándole un déficit presupuestario significativo. Ha generado tensiones innecesarias, incertidumbres y una peligrosa desviación del objetivo fundamental. Ha abierto también las puertas a la mayor dependencia de los recursos extrapresupuestarios y a la privatización de la UNESCO. La reforma ha tropezado también con resistencias, internas y externas. Con egoísmos e intereses estrechos. Con enquistamientos y miedos al cambio. Todos critican el *statu quo*, pero pocos se animan a dar el paso adelante para la innovación y la modernización. Una verdadera reforma y una estrategia para ocho años no pueden quedarse en la superficie ni en los cambios cosméticos. Tienen que llegar a los cimientos mismos de la Organización. No es solo cuestión de estructuras y recursos. Es sobre todo cuestión de cambio en los viejos métodos de trabajo, y en la manera de pensar y hacer. Hay todavía en la Organización ciertos compartimentos estancos de los que no se habla, verdaderos agujeros negros que no se dejan explorar. Este propio Consejo requiere una transformación radical que lo haga menos burocrático y más ejecutivo. Debería comenzar por reestructurar su siempre abultado e indigerible orden del día, así como transformar sus órganos subsidiarios, notoriamente el Comité de Convenciones y Recomendaciones (CR) que acusa una peligrosa politización.

23.4 Señora Presidenta: la 191ª reunión del Consejo reviste una importancia singular. Debe considerar, por vez primera, un Proyecto de Estrategia a Plazo Medio para 2014-2021 y el Proyecto de Programa y Presupuesto para el próximo bienio. Varios cientos de páginas y decenas de tablas numéricas que, por la situación descrita se publicaron en fecha algo tardía y que habrían requerido tal vez de mayores consultas tanto con los Estados Miembros como con los sectores del programa. Es esta una situación inédita que supone una enorme presión a nuestros trabajos. Es imprescindible, si deseamos que el Consejo Ejecutivo sea en realidad un consejo y también ejecutivo, separar el examen de estos documentos trascendentales en dos sesiones de trabajo. Por lo pronto, estas propuestas parecen desconectadas entre sí y requerirán intensos y prolongados debates. En lo que a nosotros corresponde, emplearemos todas nuestras energías en este proceso. Trabajaremos con espíritu constructivo y también crítico. Sabemos que el tiempo nos presiona, pero hemos de ser cautelosos cuando está en juego el futuro de la UNESCO. Trabajaremos sin prisa, pero sin pausa, dejando abiertas todas las avenidas posibles. Para Cuba la reforma no es un fin en sí misma. Los cambios que nos proponemos deben ser continuos y permanentes hasta refundar la Organización. Una UNESCO rejuvenecida y vibrante, anclada en sus principios fundacionales y reconocida internacionalmente por su contribución al desarrollo en la agenda para el desarrollo posterior a 2015. Esa es la UNESCO que anhelamos. Muchas gracias.

(23.1) **M. Fernández Palacios** (Cuba) *in extenso*
(traduit de l'espagnol) :

Madame la Présidente, Madame la Directrice générale, je commencerai par rendre hommage à celui qui a ouvert une ère nouvelle pour l'Amérique

latine et les Caraïbes en forgeant son unité et son intégration, à celui qui nous a rendu le sourire et fait renaître nos espoirs, rédempteur des pauvres et voix des opprimés partout dans le monde. Le Président Commandant bolivarien Hugo Rafael Chávez Frías restera à jamais dans la mémoire des générations présentes et futures. C'est ce qu'a exprimé le peuple vénézuélien en désignant, à l'occasion d'un vote historique, le Président Nicolás Maduro pour poursuivre la mise en œuvre du projet bolivarien.

(23.2) Madame la Présidente, Madame la Directrice générale, nous vivons dans un monde différent, à une époque nouvelle caractérisée par des mutations rapides, des incertitudes et des restrictions, ainsi que par une plus grande complexité. Rien de ce que nous ferons aujourd'hui ne pourra plus être comme avant. Les problèmes séculaires restent sans solution. En réalité, ils se sont aggravés du fait de la concomitance des crises économique, sociale, alimentaire, énergétique et climatique. L'abîme entre les riches et les pauvres se creuse, et les inégalités augmentent à l'intérieur des pays et entre eux. Le sous-développement structurel se perpétue. Le capitalisme sauvage, qui prend la forme du néolibéralisme, tente désormais, avec la complicité de ses consortiums financiers et de ses grands groupes de presse, de nous faire payer la facture de sa crise systémique et structurelle. Rien ne semble apaiser son insatiable voracité pour les ressources naturelles, ni son éternelle agressivité. Mais les peuples résistent et luttent. Ils n'abandonnent pas l'espoir de construire un monde meilleur, où l'être humain, en accord avec sa nature, pourra s'épanouir pleinement, un monde de paix, de justice et d'égalité, sans affamés ni analphabètes, un monde bien plus cultivé et véritablement civilisé, capable d'apprécier la beauté de son patrimoine unique et irremplaçable, un monde où les connaissances scientifiques et l'information seront à la portée et à la disposition de tous. Pour cela, l'UNESCO doit changer. Elle doit également rajeunir et promouvoir un changement de mentalité en même temps qu'un nouvel humanisme pour le XXI^e siècle. Elle ne peut pas continuer d'agir comme elle le faisait autrefois. Elle ne saurait prétendre tout faire, parce qu'elle ne fait pas tout bien. Elle doit contribuer à la paix dans un monde incertain. Elle doit contribuer au développement durable et à l'élimination de la pauvreté dans un monde fait d'inégalités et aux ressources limitées. Cependant, elle doit faire tout cela selon sa propre vision des choses et en utilisant ses nobles armes que sont l'éducation, les sciences, la culture et l'information. L'UNESCO doit se contenter d'être elle-même et ne pas essayer de ressembler à quiconque.

(23.3) Madame la Présidente, dès le départ, Cuba a accueilli avec enthousiasme et intérêt les propositions de réforme élaborées par la Directrice générale. Nous partageons largement sa vision du changement et convenons de la nécessité d'un renouveau. Nous partageons également le même objectif, à savoir disposer d'une Organisation solide et repositionnée au sein du système international. Nous saluons la Directrice générale pour son dévouement et les efforts inlassables qu'elle déploie pour faire avancer ses propositions et définir la nouvelle orientation de l'Organisation. La tâche n'a pas été facile et le chemin a été semé d'embûches. La crise des impayés, qui découle du chantaje financier inacceptable du principal contributeur, a empêché l'Organisation

d'atteindre pleinement ses objectifs et de mener à bien ses programmes, et a causé un important déficit budgétaire. Cette crise a provoqué des tensions inutiles, entraîné des incertitudes et a conduit l'Organisation à s'écarter dangereusement de sa mission fondamentale. En outre, elle a mené à une plus grande dépendance à l'égard des ressources extrabudgétaires et à la privatisation de l'UNESCO. Par ailleurs, la réforme s'est heurtée à des résistances, à la fois internes et externes, à des égoïsmes et à des intérêts étriqués, à la paralysie et à la peur du changement. Tout le monde critique le *statu quo* mais peu ont le courage de franchir le pas de l'innovation et de la modernisation. Une véritable réforme et une stratégie pour huit années ne peuvent rester à la surface des choses ni se contenter de changements cosmétiques. Elles doivent concerner les fondements mêmes de l'Organisation. Ce n'est pas qu'une question de structures et de ressources. Il s'agit avant tout de modifier les vieilles méthodes de travail, la façon de penser et d'agir. Aujourd'hui encore, il existe dans l'Organisation certaines cloisons étanches dont on ne parle pas, de véritables zones d'ombre que l'on ne peut explorer. Le Conseil lui-même a besoin de subir une transformation radicale qui le rende moins bureaucratique et plus exécutif. Il faudrait commencer par restructurer son ordre du jour, toujours volumineux et indigeste, et transformer ses organes subsidiaires, notamment le Comité sur les conventions et recommandations qui connaît une politisation dangereuse.

(23.4) Madame la Présidente, cette 191^e session revêt une importance particulière. Le Conseil doit, pour la première fois, examiner le Projet de stratégie à

moyen terme pour 2014-2021 et le Projet de programme et de budget du prochain exercice biennal. Des centaines de pages et des dizaines de tableaux qui, en raison de la situation décrite, ont été publiés tardivement et auraient peut-être dû faire l'objet de plus amples consultations avec les États membres et avec les secteurs de programme. Il s'agit là d'une situation inédite qui exerce une pression considérable sur nos travaux. Si nous voulons que le Conseil exécutif soit un conseil réellement exécutif, il est indispensable de répartir l'examen de ces documents essentiels en deux séances de travail. Pour le moment, ces propositions semblent déconnectées les unes des autres et nécessiteront des débats longs et nourris. En ce qui nous concerne, nous mettrons toute notre énergie au service de ce processus. Nous travaillerons dans un esprit constructif mais aussi critique. Nous avons conscience de l'urgence de la situation, mais nous devons faire preuve de prudence car c'est l'avenir de l'UNESCO qui est en jeu. Nous travaillerons sans hâte mais sans relâche, attentifs à toutes les options possibles. Pour Cuba, la réforme n'est pas une fin en soi. Les changements que nous proposons pour refonder l'Organisation doivent être continus et permanents. Une UNESCO rajeunie et dynamique, ancrée dans ses principes fondamentaux et reconnue sur le plan international pour sa contribution au développement dans le cadre de l'agenda pour le développement post-2015, telle est l'UNESCO que nous souhaitons. Je vous remercie.

La séance est levée à 13 h 05.

QUATRIÈME SÉANCE

Mardi 16 avril 2013 à 15 h 15

Présidente : Mme Cummins

POINTS DEVANT FAIRE L'OBJET D'UN RAPPORT (*suite*)

Point 4 : Rapport de la Directrice générale sur l'exécution du programme adopté par la Conférence générale (191 EX/4 Partie I et Add. et Partie II ; 4.INF) (*suite*)

PROJET DE STRATÉGIE À MOYEN TERME (37 C/4) ET PROJET DE PROGRAMME ET DE BUDGET (37 C/5) (*suite*)

Point 15 : Projet de stratégie à moyen terme pour 2014-2021 et Projet de programme et de budget pour 2014-2017 et recommandations du Conseil exécutif (37 C/4 Projet ; 37 C/5 Projet ; 191 EX/15) (*suite*)

QUESTIONS ADMINISTRATIVES ET FINANCIÈRES (*suite*)

Point 26 : Situation financière de l'Organisation et incidences sur l'exécution du 36 C/5 (191 EX/26) (*suite*)

Débat plénier (*suite*)

1.1 Sr. Rodríguez Cuadros (Perú) *in extenso*:

Señora Presidenta del Consejo Ejecutivo, señora Presidenta de la Conferencia General, señora Directora General: a las víctimas de Boston y sus familias, vayan nuestro pesar y solidaridad. Desde 1946 la UNESCO ha tenido la capacidad de asumir reformas para adecuar sus metas y programas de acción a los cambios y transformaciones del escenario internacional. La reforma no es un concepto o una realidad que le sean nuevos. El cambio, sin embargo, supone hoy un inédito desafío: articular las bases conceptuales y los mecanismos de acción de la reforma con un mundo postmoderno, en el que las ideas y realidades son plurales y diversas. Nuestra tarea, en ese contexto, es establecer una funcionalidad eficiente entre las ideas y tendencias de un nuevo humanismo, las políticas públicas de los Estados y la acción de la sociedad civil, y por esa vía contribuir a construir, aquí y ahora, sociedades más libres, más democráticas, más equitativas, más justas, reconciliadas con el medio ambiente y la paz. Si logramos este objetivo, la UNESCO habrá avanzado en el rumbo trazado en su Constitución. Para ello tenemos que hacer realidad la reforma. No estamos tan alejados de este camino. Más allá de la subsistencia de visiones distintas en algunos temas esenciales, de naturales suspicacias y legítimas diferencias, hemos avanzado en el camino de la reforma.

1.2 Tenemos importantes consensos en formación. El primero, es que no podemos congelarnos en el *statu quo*. Creo que existe una opinión generalizada de adhesión al cambio. El segundo nos integra en la visión a largo plazo de lo que queremos de la UNESCO: una organización que desde sus propias competencias programáticas contribuya a la paz y el desarrollo sostenible. El tercero tiene que ver con la definición de las áreas de acción sustantivas, sus cinco esferas de competencia, las prioridades globales y el compromiso de concentrar más las actividades, los objetivos y los resultados esperados con un enfoque interdisciplinario. Se puede decir que las grandes líneas están definidas. Resta el camino más complejo o ponernos de acuerdo en la Estrategia a Plazo Medio, las actividades y resultados esperados para cada uno de los cinco grandes programas y, obviamente, definir y aprobar el Programa y Presupuesto en un contexto de restricciones. En este proceso usted, señora Directora General, ha asumido sus

responsabilidades con eficiencia, entereza y transparencia. El Perú tiene en alto aprecio su trabajo, su esfuerzo y su empeño por fortalecer a la UNESCO. Las propuestas presentadas por la Secretaría son ahora una base más elaborada para las decisiones que debemos tomar los Estados Miembros. Estamos juntos en el cambio. Nos toca ahora a los Estados debatir, identificar los puntos de divergencia que aún subsisten, hacer las aproximaciones que sean necesarias, negociarlas de buena fe y arribar a los consensos que permitan aprobar la reforma en la próxima reunión de la Conferencia General. No se puede pedir a la Secretaría que produzca a priori los consensos. Esta es responsabilidad de los Estados. El Perú contribuirá a construir ese espacio común que concilie puntos de vista de manera equilibrada y razonable.

1.3 La educación es un asunto crucial. El objetivo estratégico 1 "Crear sistemas educativos que promuevan las posibilidades de un aprendizaje de calidad a lo largo de toda la vida para todos", es el eje esencial. Es adecuada la prioridad que se otorga a la alfabetización y a la enseñanza y formación técnica y profesional, así como el reconocimiento de que la capacitación y evaluación de los docentes es un componente básico y esencial de las políticas educativas. El Perú, sin embargo, considera que debe añadirse como eje transversal y de manera explícita el carácter inclusivo que debe tener la educación, pues los sistemas educativos pueden perpetuar la pobreza y la desigualdad o tender a superarlas. Requerimos que el objetivo estratégico de una educación de calidad para todos se traduzca en inclusión social y disminución de las desigualdades.

1.4 Son evidentes las fortalezas del Sector de Cultura, especialmente en la preservación del patrimonio cultural, natural e inmaterial. Pero aquí, como en otras áreas, surge el problema de la equidad. África, que es una de nuestras prioridades globales, solo alberga el 9,1% de los bienes inscritos en la Lista Representativa del Patrimonio Cultural Inmaterial de la Humanidad y el 9% de los inscritos en la Lista del Patrimonio Mundial. Es indispensable que el acceso a las convenciones sea más equilibrado. Combatir el tráfico ilícito de bienes culturales, cada vez más agresivo y en expansión, debe ser una alta prioridad. La Convención de 1970 debe desarrollarse normativamente. La creación del Comité Subsidiario es un avance, pero el asunto esencial es hacer operativa la Convención, establecer criterios comunes de interpretación de sus normas y contar con procedimientos cautelares y de alerta temprana.

1.5 La ciencia es esencial para el desarrollo sustentable. Los objetivos estratégicos 4 y 5 están orientados en esa dirección. Se debe fortalecer el Programa sobre el Hombre y la Biosfera e intensificar la creación de reservas. Es necesario prever mecanismos funcionales más audaces para que la UNESCO asuma plenamente su liderazgo en una estrategia de uso sustentable e inclusivo del agua.

1.6 Considera el Perú, señora Directora General, que las ciencias sociales son el basamento de la construcción de la paz y el desarrollo sustentable. En este sentido, entendemos que la creación de un Centro de transformaciones sociales y diálogo intercultural es una iniciativa que, dependiendo de su estructura final, podrá fortalecer cualitativamente el Sector de Ciencias Sociales y Humanas. Creemos que el Centro debe añadir a sus responsabilidades la solución de los conflictos sociales, el intercambio de experiencias de excelencia y la creación

de capacidades institucionales en esta materia, así como la de disponer de un sistema de indicadores de inclusión social. Gracias.

(1.1) **Sr. Rodríguez Cuadros (Peru)** *in extenso*
(translation from the Spanish):

Madam Chair of the Executive Board, Madam President of the General Conference, Madam Director-General, my delegation expresses its sympathy and solidarity with the victims of the Boston Marathon bombing and their families. Since 1946, UNESCO has had the capacity to undertake reform to bring its objectives and action programmes into line with changes on the international scene. Neither the concept nor the reality of reform is new to the Organization. Change today, however, involves a new challenge: linking conceptual bases and mechanisms of action geared to reform to a post-modern world of plural and diverse ideas and realities. Against this backdrop, our task is to establish efficient functionalities between the ideas and trends of a new humanism, State policies and civil society action and thus contribute, here and now, to the building of freer, more democratic, fairer and more equitable societies that are committed to the environment and to peace. Achieving this goal will move UNESCO forward on the course charted by its Constitution and, to do so, we must actually carry out reforms. We are not so far off course. Although we still have differing views on some key issues, natural suspicions and legitimate disputes, we have forged ahead on the path to reform.

(1.2) Consensus is emerging on several important matters. Firstly, we must not allow ourselves to be mired in the status quo. I believe that there is a general consensus in support of change. Secondly, we are at one in our long-term vision of UNESCO as an organization contributing to peace and sustainable development through its programme-related fields of competence. Thirdly, in regard to setting substantive lines of action, its five fields of competence, global priorities and commitment to a more focused interdisciplinary approach to activities, goals and expected results, the broad outlines have been drawn, but the most arduous part of our course lies ahead and entails achieving consensus on the medium-term strategy, on the activities and expected results of each of the five major programmes and, naturally, on the finalization and approval of the programme and budget within a context of restrictions. Madam Director-General, you have discharged your responsibilities in those regards efficiently, earnestly and transparently. Peru holds your work, effort and resolve to strengthen UNESCO in high esteem. The Secretariat's proposals now constitute a more detailed basis for the decisions that must be taken by Member States. We are united for change. We, the Member States, must now discuss matters, identify any remaining points of contention, make all necessary overtures, negotiate in good faith and strike agreements in order to approve the reform at the next session of the General Conference. The Secretariat cannot be requested to produce a priori consensus; it is the responsibility of Member States to do so. Peru will contribute to building common ground on which viewpoints can be reconciled in a reasonably balanced manner.

(1.3) Education is a crucial matter. Strategic objective 1 "Developing education systems to foster quality lifelong learning opportunities for all" is the

most important line of action. Priority is rightly given to literacy and to technical and vocational education and teacher training and assessment are acknowledged as basic and essential components of education policy. Peru considers, however, that inclusive education must be added explicitly as a cross-cutting theme because education systems can either perpetuate or help to eliminate poverty and inequality. We should like the strategic objective of quality education for all to lead to social inclusion and a reduction in inequalities.

(1.4) The strengths of the Culture Sector, in particular in preserving the cultural, natural and intangible cultural heritage, stand out quite clearly. Here too, though, equality is an issue. Africa, which is a global priority, is home to only 9.1% of property included in the Representative List of the Intangible Cultural Heritage of Humanity and 9% of the property included in the World Heritage List. It is essential that access to the Conventions be more balanced, and the highest priority must be given to action to combat trafficking in cultural goods, which is on the rise and increasingly aggressive. The 1970 Convention must be developed further as a standard. The establishment of the Subsidiary Committee is a step forward, but it is now of the essence to operationalize the Convention, set common criteria for the interpretation of its provisions and introduce precautionary and early-warning measures.

(1.5) Science is crucial to sustainable development. Strategic objectives 4 and 5 point in that direction. The Man and the Biosphere (MAB) Programme must be strengthened and the establishment of reserves must be boosted. Bolder functional mechanisms must be put in place to enable UNESCO to assert its leadership fully in devising a strategy for the sustainable and inclusive use of water resources.

(1.6) Madam Director-General, Peru believes that the social sciences are the foundations upon which peace and sustainable development are built. We therefore agree that the establishment of a "Centre for Social Transformations and Intercultural Dialogue" is an initiative that, depending on its final structure, could qualitatively enhance the Social and Human Sciences Sector. We believe that the Centre's remit must include the resolution of social conflicts, the exchange of best practices, institutional capacity-building in this area and the establishment of a system of social inclusion indicators. Thank you.

2.1 **Mme Ossakedjombo-Ngoua Memiaghe**
(Gabon) *in extenso* :

Mesdames les Présidentes du Conseil exécutif et de la Conférence générale, Madame la Directrice générale, Excellences, Mesdames et Messieurs les Ambassadeurs et représentants, nous souhaitons remercier la Directrice générale, le Conseil exécutif et le Secrétariat pour la qualité des documents mis à notre disposition pour cette session. Nous souhaitons également remercier tous les États membres de l'UNESCO et les donateurs privés qui ont contribué au Fonds d'urgence, parmi lesquels quatre États membres en particulier, mais aussi tous les États qui ont accueilli des conférences dans leurs pays respectifs. L'histoire retiendra que le Gabon, par décision de S. E. M. Ali Bongo Ondimba, Président de la République gabonaise, a été le premier pays au monde à répondre favorablement à l'appel de Madame la Directrice générale. Ce fonds

atténuée certes les difficultés budgétaires actuelles mais ne résoudra jamais complètement la problématique des déficits budgétaires.

2.2 En ce qui concerne la forme, avant d'aborder notre intervention, nous souhaitons une clarification des termes qui apparaissent dans le résumé du document 191 EX/4 Partie II – je cite : « *les virements opérés entre articles budgétaires* ». En général, dans l'orthodoxie budgétaire, on parle de « *transfert* » de ressources d'un chapitre à un autre ou d'une ligne à une autre, le terme « *virement* » étant employé pour les mouvements de ressources issues d'un compte vers un autre compte. Par exemple, le Gabon s'acquitte de ses contributions statutaires par virement du Trésor public gabonais vers les comptes communiqués par l'UNESCO. Il s'agit donc bien là d'un virement. Nous demandons donc que cette demande de clarification du terme « *virement* » soit introduite dans le projet de décision figurant à la section IV du document 191 EX/4 Partie II, page 4. D'ailleurs, le terme utilisé en page 2 est « *transfert* ». Quant à notre analyse sur le fond, le même document définit à gauche les articles budgétaires, et à droite les transferts aux fins de comparaison.

2.3 En ce qui concerne notre analyse de ce document, nous ne remercions jamais assez la Directrice générale pour la priorité Afrique et l'approche genre qu'elle a définie au début de son mandat. Il conviendrait de rappeler les titres d'utilisation du budget : l'éducation (grand programme I), les sciences exactes et naturelles, les sciences sociales et humaines, la culture, le grand programme communication et information. Dans chacun d'eux, la priorité Afrique apparaît explicitement. Cependant, force est de constater que l'Afrique n'apparaît qu'au sujet de fonds décentralisés du Titre II.A, pour une utilisation de crédits, en pourcentage, de 16,6 % sur un montant total de 39,3 millions de dollars et que l'Afrique, bien que mentionnée dans les cinq grands programmes, est passée sous silence dans l'utilisation des budgets relatifs à ces programmes. Il y a là, en l'occurrence, une inadéquation entre les principes déclinés dans les cinq grands programmes et l'affectation des ressources budgétaires y afférentes.

2.4 En ce qui concerne les sciences et l'enseignement des sciences, « *la pensée scientifique est l'héritage commun de l'humanité* », disait le professeur Abdus Salam, prix Nobel de physique en 1979. Cet héritage, message universel, symbolisé par la lettre S dans l'acronyme UNESCO, doit être propagé par notre Organisation. À ce titre, nous nous félicitons de la décision prise par l'Assemblée générale des Nations Unies à sa 66^e session de proclamer 2014 Année internationale de la cristallographie sous la coordination de l'UNESCO. Cette année internationale permettra de comprendre à l'échelle mondiale les atouts des sciences cristallographiques dans les problématiques du développement durable si chères à l'Afrique. La cristallographie ne se limite pas seulement à l'étude passive de la structure interne de la matière mais elle permet également d'en découvrir de nouvelles propriétés et applications au bénéfice des populations. Dans le même ordre d'idées, la décision prise par le Conseil à sa 190^e session de proclamer 2015 Année internationale de la lumière est un formidable pas en avant dans l'acquisition et la diffusion des technologies optiques de pointe, essentielles à la communication moderne (fibre optique) et à la médecine (chirurgie laser), notamment pour nos pays du Sud.

2.5 L'Afrique a besoin de la science et les sciences fondamentales réclament l'Afrique du fait du dynamisme de sa jeunesse, réservoir de nouvelles inspirations scientifiques, et du potentiel d'innovation propre à ce continent. L'Afrique a besoin de développer ses activités dans le domaine des sciences fondamentales pour connaître une évolution durable et inclusive. L'UNESCO doit être plus qu'un partenaire : un accompagnateur dans ses domaines de compétence. Nous en appelons donc à une prise de conscience collective forte en faveur de la science pour l'Afrique, à une ligne de conduite qui se résumerait en ces mots : les sciences fondamentales pour la jeunesse africaine et la vie en Afrique.

2.6 Enfin, nous apprécions à sa juste valeur l'initiative du Secrétariat de mettre en avant, dans le prochain C/5, des programmes phares conçus pour concrétiser la priorité Afrique. Ainsi, les programmes phares 3 et 4 relevant du Secteur des sciences exactes et naturelles sont pleinement à la hauteur de nos attentes. Cependant, encore une fois, pour une meilleure évaluation des objectifs et résultats, il serait judicieux que les montants alloués soient clairement indiqués.

2.7 S'agissant du grand programme IV Culture, nous avons pris note de son intitulé et de ses objectifs : protéger, conserver et promouvoir le patrimoine et recourir à l'histoire aux fins du dialogue et du développement. Des projets concrets, tels que La route de l'esclave ou l'utilisation pédagogique des histoires générales et régionales produites par l'UNESCO, parmi lesquelles l'Histoire générale de l'Afrique, sont très importants pour nous. À cet égard, nous souhaitons ici nous référer à la décision EX/CL/Déc., 32, adoptée par la Conférence de l'Union africaine à l'issue de sa 19^e session ordinaire à Addis-Abeba (15-16 juillet 2012), par laquelle il est demandé aux États membres de contribuer au Fonds proposé pour la mise en œuvre de l'utilisation pédagogique de l'Histoire générale de l'Afrique, à la Charte révisée de la renaissance culturelle africaine, adoptée à la sixième session ordinaire de la Conférence de l'Union africaine tenue à Khartoum (janvier 2006), qui dispose ceci : « *Les États africains considèrent que l'Histoire générale de l'Afrique publiée par l'UNESCO constitue une base valable et solide pour l'enseignement de l'histoire de l'Afrique et en recommandent la publication* » et à la Déclaration de Salvador, adoptée lors du Sommet ibéro-américain des chefs d'État et de gouvernement pour célébrer l'Année internationale des personnes d'ascendance africaine. Au regard de tous ces instruments régionaux, nous percevons l'importance de poursuivre les projets relatifs à l'utilisation pédagogique de l'Histoire générale de l'Afrique et son pendant, La route de l'esclave. Il en va de même du projet « *Rabindrânâth Tagore, Pablo Neruda et Aimé Césaire pour un universel réconcilié* ». Depuis le lancement du projet concernant l'Histoire générale de l'Afrique, ce projet, propice au dialogue, qui devait être accessible au monde entier et sortait donc des cadres régionaux, a trouvé sa place au sein de l'UNESCO, ce qui lui permettra d'évoluer dans l'enceinte plus ouverte qu'offre notre Organisation. Il est donc bon de rappeler l'adoption, par notre Conférence générale à sa 36^e session, de la résolution 44 sur l'Histoire générale de l'Afrique, destinée à permettre l'écriture des différents volumes, le développement de matériels didactiques et les traductions dans d'autres langues. En conséquence de ce qui précède, nous demandons la tenue d'une réunion des membres du Conseil exécutif sur la gestion de ces dossiers, en présence du Président du Groupe Afrique, de l'ADG/CLT et de la Directrice générale, avant toute décision de délocaliser ces dossiers.

2.8 Madame la Directrice générale, vous évoquiez hier la suspension de 213 postes. C'est l'expertise de l'UNESCO qui est amoindrie, ce qui affaiblit la crédibilité de l'Organisation, les personnels étant les grands absents de nos débats.

2.9 Je terminerai mon intervention en évoquant un grave sujet de préoccupation, à savoir le vide juridique qui permet à des États de refuser de s'acquitter de leur contribution statutaire, et donc obligatoire. Alors que la 37^e session de la Conférence générale doit élire le prochain Directeur général, il est vital que l'Organisation arrête des dispositions juridiques à ce sujet. La situation actuelle de l'Organisation, qui n'a pas reçu les contributions statutaires de certains États membres, met en hibernation l'exécution des programmes et fait donc que l'UNESCO vivote depuis trois ans. Quelles que soient les compétences du futur Directeur général de l'UNESCO, tant que le problème des contributions ne sera pas réglé, la situation financière de l'Organisation, et donc sa vie, iront en se dégradant.

2.10 Madame la Présidente du Conseil, le Groupe préparatoire ad hoc créé par la décision 188 EX/13 a été mis en place à titre expérimental pour deux ans à compter de la 188^e session. À ce jour, ce groupe a donné des preuves de limites institutionnelles et pratiques. En effet, comment comprendre qu'un groupe ad hoc restreint impose aux États membres l'impossibilité de débattre de points inscrits à l'ordre du jour du Conseil, au prétexte qu'il les aurait déjà examinés ? Nous demandons donc qu'il soit procédé à un bilan des deux années écoulées. Nous souscrivons à l'allocation prononcée par Djibouti au nom de l'Afrique. Nous prenons acte de la déclaration de l'Ambassadeur de la Palestine ce matin, prenant note de l'envoi d'une mission et d'un consensus à ce sujet. Je vous remercie de votre aimable attention.

3.1 **Mr Bhebe** (Zimbabwe) *in extenso*:

Madam Chair of the Executive Board, Madam President of the Executive Board, Madam Director-General, distinguished colleagues, my delegation would like to thank the Director-General for a seminal and inspirational address. The last session of the Executive Board was held amidst financial uncertainty, which has since become a real crisis, with no immediate end in sight. Indeed, the Director-General admits in document 191 EX/4 that this financial crisis is "*preventing the Organization from delivering*". And that is our real tragedy. Meanwhile, the Education Sector reports that the financial shortages are compelling the sector to devote more energy to fundraising, so much so that "UNESCO has become more dependent on the demands of donors". Similarly, the Natural Sciences Sector says that the limited regular budget constrains it to access "*extrabudgetary funds as most sponsors require co-financing commitments*". These developments are negatively impacting on UNESCO's universal character and its ability to remain faithful to the programme as approved by its entire membership. The real danger is that integrity and orientation of the work of UNESCO will be compromised as we seek to accommodate the dictates of the donors in pursuit of financial support.

3.2 Against this background, we feel that the Draft Medium-Term Strategy for 2014-2021 (37 C/4) carries an optimistic message, optimism which, nonetheless, soon evaporates when document 37 C/4 is read, as it should be, in conjunction with the Programme and Budget for 2014-2017 (37 C/5). Indeed this is what persuades us to join hands with the Ad Hoc Working Group in calling for

clear linkages between these two critical strategic documents.

3.3 Madam Chair, during the 190th session, this Board carefully considered and adopted the Internal Oversight Services evaluation report on Global Priority Africa. By 190 EX/Decision 45, the Board, among other things, requested the Director-General, "*in consultation with the Member States, in particular African Member States, to present in document 37 C/4 the Priority Africa Action Plan*". The Plan was to indicate objectives, expected outcomes, a timeframe and performance indicators for Priority Africa. The Action Plan is due to be presented during this session and is to be premised on the operational strategy which is being presented during this session as well. Member States, including Permanent Delegates to UNESCO were expecting to be fully engaged in the preparatory process, through genuine participatory, consultative meetings. However the meetings that were held did not live up to the expectations and spirit of the Board's decision.

3.4 We also note with concern that the documents relating to the item on Global Priority Africa were not made available for discussion by the Ad Hoc Working Group. Such inauspicious beginnings do not augur well for the future of Priority Africa and do not inspire confidence in the target beneficiary group.

3.5 Moreover, during its last session the Board called for the allocation of "adequate financial and human resources" towards the implementation of the Priority Africa strategy and action plan. Apart from the financial resources set aside for the Africa Department there are no other resources allocated by sector to this global priority.

3.6 We are further concerned at the absence of a real proposal for a monitoring and evaluation mechanism for the strategy and action plan. We need a dedicated mechanism for monitoring and evaluating the implementation of the strategy and action plan for Priority Africa to ensure efficient, timely and real delivery on the agreed projects to avoid the repetition of the unproductive experience of the last 20 years.

3.7 We note with great appreciation the strides achieved in reforming the field network in Africa, but we also urge that this magnificent work be predicated upon secure financial resources to ensure its long-term sustainability.

3.8 Finally, Madam Chair, we commend wholeheartedly the Director-General for her commitment to maintain in document 37 C/5 the flagship initiatives on cultural interactions and intellectual dialogue. To ensure their global visibility and support we urge the Director-General to retain the location of the Slave Route and the Pedagogical Use of the *General History of Africa* projects here at UNESCO Headquarters. The two emblematic projects do not belong to Africa alone but to the entire UNESCO family.

3.9 In closing, Madam Chair, we wish to extend our condolences to the families of the innocent victims of the two explosions in Boston in the United States. Thank you for your attention.

4.1 **M. Bokoumaka** (Congo) *in extenso* :

Madame la Présidente de la Conférence générale, Madame la Présidente du Conseil exécutif, Madame la Directrice générale, Excellences, Mesdames, Messieurs les Ambassadeurs, distingués observateurs, je voudrais en premier lieu exprimer les remerciements de

mon pays à Mme la Directrice générale et la féliciter pour la densité et la qualité des documents présentés au Conseil exécutif, notamment le Projet de stratégie à moyen terme pour 2014-2022 (37 C/4), le Projet de programme et de budget (37 C/5) et le Rapport de la Directrice générale sur l'exécution du programme adopté par la Conférence générale (191 EX/4) et ce, en dépit du retard constaté dans la réception de ces documents. Je voudrais exprimer également les remerciements de mon pays au Groupe préparatoire ad hoc et à sa Présidente, Mme Laccœuilhe, pour le travail d'analyse fouillé livré dans son rapport.

4.2 Madame la Directrice générale, nous partageons avec vous les éléments de votre analyse du contexte international, marqué par une crise financière persistante, dans un monde confronté à plusieurs problèmes d'ordre démographique, social, environnemental et climatique. C'est cette réalité qui, à la fois, rend ardue la tâche de l'UNESCO et met en lumière son rôle unique au sein du système des Nations Unies. Nous appuyons les principes qui fondent les projets de C/4 et de C/5 : recentrer l'action de l'UNESCO, rapprocher l'Organisation de l'action de terrain, renforcer sa participation à l'action des Nations Unies, développer et renforcer les partenariats. Nous appuyons également votre volonté de réduire le poids de l'administration par rapport aux activités de programme. En revanche, nous avons du mal à vous suivre dans l'opérationnalisation de cette volonté, notamment en ce qui concerne la restructuration de certains secteurs du Secrétariat. Nous pensons que la restructuration des secteurs, la suppression de tel ou tel bureau au sein du Secrétariat, doit être une opération suffisamment motivée et non mécanique ou assumée de manière péremptoire. En ces temps difficiles, le Conseil exécutif et le Secrétariat doivent parler d'une même voix. Quand le Secrétariat propose de supprimer le Bureau de coordination des unités hors Siège ou la Division des commissions nationales, nous pensons que la conséquence ne sera pas le renforcement tant recherché des unités hors Siège ou celui des commissions nationales, bien au contraire.

4.3 Tout en louant les efforts déployés par la Directrice générale dans l'exécution du Programme et budget adoptés par la Conférence générale (36 C/5), nous ne pouvons passer sous silence les inquiétudes que suscite la lecture de son rapport, notamment la part prépondérante prise par les ressources extrabudgétaires et le Fonds d'urgence dans l'exécution des grands programmes, qui a eu pour effet d'orienter de plus en plus les ressources vers le soutien aux activités statutaires basées au Siège, au détriment des activités de programmes dévolues en priorité aux unités hors Siège. Il est évident que l'Organisation ne saurait se contenter, sans risque majeur, d'une telle orientation. C'est pourquoi le Congo pense que nous n'avons pas tiré la conclusion qui s'impose suite à la décision du principal contributeur intervenue en octobre 2011. Il faut adapter la grille des contributions des États membres au nouveau contexte afin de sauver l'UNESCO, instrument par excellence de la coopération multilatérale et du renforcement d'un monde multipolaire.

4.4 Concernant la réalisation du grand programme I Éducation, le Congo est préoccupé par la question du bilan de l'EPT et de l'agenda post-2015. C'est ce qui a amené son gouvernement à déclarer 2013 Année de l'éducation de base et de la formation qualifiante, afin d'accélérer la réalisation des objectifs de l'EPT. Outre les questions relatives à la qualité des contenus, aux infrastructures et à l'égalité, une autre priorité concernant

le bilan de l'EPT touche à la formation et à la qualité des maîtres. Le Congo encourage la poursuite du programme qui va remplacer l'Initiative TTISSA et se félicite de l'offre de coopération du Bureau régional pour l'éducation en Afrique (BREDA) visant à mettre en place un programme de formation de plus de 3 000 enseignants. On ne le dira jamais assez, la pénurie des maîtres a été aggravée en Afrique par deux décennies de programmes d'ajustement structurel rigoureux qui se sont soldés par des transferts massifs des ressources financières des pays pauvres vers les pays riches, privant ainsi nos secteurs sociaux, notamment l'éducation, des moyens appropriés pour former des maîtres, les recruter et assurer leur avancement régulier dans la fonction publique.

4.5 S'agissant des grands programmes II et III, le Congo pense que nous devrions nous interroger sur le rapport entre les activités de programme et celles des nombreux programmes internationaux ou intergouvernementaux. Nous pensons que le recentrage des activités d'ordre administratif ou conceptuel des grands programmes II et III devrait être plus bénéfique à l'exécution des programmes internationaux ou intergouvernementaux, comme la COI, le Programme MAB, le PHI, le Programme MOST, etc. Nous appuyons le maintien de la priorité Afrique, qui doit résolument prendre corps dans l'articulation de la coopération entre l'Union africaine et l'UNESCO. C'est pourquoi, avec l'Angola, nous soumettons au Conseil exécutif un projet de décision appuyant la Stratégie opérationnelle pour la priorité Afrique de la Directrice générale.

4.6 Pour terminer, je voudrais dire un mot du Programme de participation et de l'aide d'urgence, pour déplorer, sinon rejeter, la tendance constatée à l'abaissement des ressources de ce programme. Nous pensons que la première erreur a été de tomber dans le piège qui a fait de ce programme un programme réservé uniquement aux pays pauvres, le réduisant ainsi au rôle d'une aide bilatérale transitant par l'UNESCO. Ce programme, qui assure la visibilité de l'Organisation dans les États membres, doit retrouver sa mission originelle, à savoir la participation de l'UNESCO aux efforts des États membres pour s'attaquer aux îlots de misère éducative et répondre aux besoins de développement scientifique et culturel. Et les îlots de misère éducative, croyez-moi, on les trouve également dans certaines villes des pays riches. Je vous remercie.

5.1 **M. Grexa** (Slovaquie) *in extenso* :

Madame la Présidente, la Slovaquie souscrit à la déclaration de l'Union européenne faite hier par le Danemark. Les positions consignées dans cette déclaration sont aussi les nôtres. La Slovaquie réitère sa condamnation de la violence liée aux motifs religieux. Toute violence mérite réprobation mais celle qui s'abrite derrière la foi est particulièrement ignoble. Elle doit être blâmée par l'UNESCO avec la même détermination que face aux attaques contre des journalistes.

5.2 Madame la Présidente, ce printemps, une partie du monde vit un événement singulier. On redécouvre la force des formules simples. On observe, presque avec étonnement, que les mots nus sont plus efficaces que les mots sophistiqués. Que les mots qui gardent leur sens intemporel servent mieux que les mots qui se déguisent toujours selon les besoins. Il serait dommage que l'UNESCO passe à côté de cela. Prenons garde à ce que les termes sophistiqués qui ont envahi nos documents n'éclipsent pas les mots traditionnels et compréhensibles, comme l'éducation, la culture, la science.

5.3 Heureusement, pour apprécier la simplicité, il n'est pas nécessaire d'aller à Rome. Voici une citation : « *Notre rôle, désormais, est de traduire pragmatiquement les conventions et les déclarations en actions efficaces* ». Qui a dit cela ? Oui, c'était vous, Madame la Directrice générale, en octobre 2009. Depuis, vous avez dit tant de choses justes qui entreront dans les recueils choisis de vos discours, le genre de brochures qu'on donne aux visiteurs et qu'on ne lit pas. Mais cette formule – je n'ai jamais entendu mieux : « *traduire pragmatiquement les conventions et les déclarations en actions efficaces* » –, quelle simplicité ! Et chaque mot pèse. Même le terme « *pragmatiquement* » ne trahit pas l'idéalisme qui doit rester le propre de l'UNESCO. Il exprime plutôt l'idée de Pierre Daru : « *Gardons-nous de chercher ce qu'on ne peut atteindre* ». Pierre Daru n'a jamais été Directeur général ; en revanche il était l'intendant général de Napoléon, qui l'appréciait et disait à son propos : « Il joint le travail du bœuf au courage du lion ». Je crains, Madame la Directrice générale, qu'on vous ait placée, deux siècles plus tard, dans des conditions qui exigent le travail du bœuf et le courage du lion. Vous êtes prête à poursuivre les réformes, même dans ces conditions, et nous sommes prêts à vous réitérer notre confiance. En tant que Vice-Président du Conseil pour le Groupe électoral II, j'ai l'honneur de constater ici le soutien unanime des 25 membres du Groupe à votre candidature pour un deuxième mandat.

5.4 En ce qui concerne le document 37 C/4, c'est un produit honnête. Cependant, jamais un texte stratégique ne peut anticiper l'avenir, surtout dans une société à deux doigts de basculer dans la folie. Donc, gardons-nous d'y chercher ce qu'on ne peut y trouver. Je laisse maintenant de côté le contenu du C/4 et attire l'attention de mes collègues sur sa terminologie. Elle est abondante : cinq fonctions de l'UNESCO, cinq principes directeurs, deux objectifs primordiaux, neuf objectifs stratégiques, cinq grands programmes, quatre orientations majeures et deux priorités globales. Pour sa part, la priorité globale Afrique, à elle seule, nous propose quatre défis majeurs, quatre objectifs primordiaux, cinq piliers, huit domaines prioritaires et six programmes phares – et tout cela n'est pas vraiment synchronisé. Quelle leçon pouvons-nous en tirer ? Que les termes ambitieux et pléthoriques se sont déjà confortablement installés dans nos documents. Il est trop tard pour les chasser, alors essayons au moins de ne pas en ajouter d'autres, afin de ne pas aggraver la confusion.

5.5 On peut être attaché à la priorité Afrique, mais en même temps être davantage préoccupé par ses propres problèmes. Mieux on comprendra cela, mieux l'UNESCO se portera globalement.

5.6 En ce qui concerne le budget, la situation financière et la situation générale vont selon nous de pair. Il n'est pas possible d'affirmer que l'UNESCO se porte plutôt bien, tandis que son budget va mal. Il faut impérativement mettre en phase la politique générale et la trésorerie, sinon c'est la schizophrénie. Le budget ordinaire forme le socle financier de l'UNESCO, mais il exprime aussi sa politique. La Slovaquie regrette que le Projet de budget ne prévoie pas de financer des programmes spécifiques pour certains groupes défavorisés. Je pense surtout aux Roms, mais chaque région possède ses groupes vulnérables. Certes, nous pouvons compter sur les donateurs. Certes, un dollar offert a la même valeur nominale qu'un dollar budgétaire. Mais, politiquement, ce n'est pas la même monnaie. Nous regrettons aussi la réduction importante de l'enveloppe

destinée au Programme de participation. Mais surtout, et je suis tout à fait d'accord avec l'orateur précédent, le Programme de participation ne doit pas devenir une soupe populaire.

5.7 Le Secteur de la communication et de l'information (CI) a sans doute sa place dans la structure du Secrétariat, à condition qu'il ne devienne pas une coquille à demi vide. Il faut le construire comme un secteur spécialisé, et non comme un fournisseur de services aux autres secteurs.

5.8 Madame la Présidente, je cherche toujours à éviter de me répéter mais, aujourd'hui, j'aimerais faire un bref éloge de la répétition. La répétition est un des piliers de l'UNESCO, même si elle ne figure pas dans son Acte constitutif. Elle a mauvaise réputation mais on lui reconnaît des vertus presque médicinales : elle réconforte, elle véhicule la confiance. Il nous est impossible de faire sans elle. Sommes-nous capables de nous répéter toujours mieux ? – telle est la question. À la rigueur, il suffirait que nous nous répétions toujours autrement pour que nous avançons. Donc, cultivons des répétitions sincères et créatives. Évitions les répétitions stériles qui nous font tourner en rond.

5.9 Pour terminer, j'aimerais rendre un hommage symbolique à Stéphane Hessel, décédé en février dernier. Pour paraphraser sa fameuse idée en la développant, je dirais : L'homme doit s'indigner. Un État peut s'indigner. Une organisation internationale ne peut pas et ne doit pas s'indigner ; elle n'est pas mandatée pour cela. L'UNESCO doit toujours agir avec calme et patience, en se nourrissant aussi de l'indignation, mais sans jamais y céder. Je vous remercie.

6.1 **Mr Simataa** (Namibia) *in extenso*:

Madam Chair of the Executive Board, Madam President of the General Conference, Madam Director-General, colleagues, Members of the Executive Board, our session this time pays particular attention to the Board's functions of monitoring the financial situation of the Organization; exercising responsibility for the execution of the programme adopted by the General Conference; and making recommendations on documents 37 C/4 and 37 C/5 to the General Conference at its 37th session.

6.2 Reading document 191 EX/26, it is crystal clear that the current financial situation of the Organization has serious and negative consequences on the execution of the programme adopted at the 36th session of the General Conference, and on the workload and morale of UNESCO staff. As we stated at the 190th session of the Board, the Namibian delegation remains of the view that we are about to reach the stage where no avenues would be available to manoeuvre, as all measures are about to be exhausted. It is therefore, imperative that the Director-General develops new case scenarios and measures to address the funding gap and the financial situation of the Organization in a sustainable manner, as presently we have no means to determine the duration of the prevailing financial situation.

6.3 It is maybe time to critically examine the organizational structure and programmes of UNESCO and maximize the comparative advantage of the Organization within the United Nations system. That time, in our view, is now, as we are in the process of shaping the Draft Medium-Term Strategy (37 C/4) and the Draft Programme and Budget (37 C/5).

6.4 On document 37 C/4, Namibia appreciates the efforts of the Secretariat to achieve clarity of purpose,

sharpened focus and prioritization. We are pleased to note that document 37 C/4 will focus on a limited number of objectives: two overarching and nine strategic objectives. However, there are a few aspects that we recommend should be looked at: first, special care needs to be taken to eliminate repetitions and to ensure consistency between documents 37 C/4 and 37 C/5; secondly, document 37 C/4 must reflect its strategic nature and as such should be concise, unambiguous and user-friendly, reflect interdisciplinarity and clearly outline the mandate of UNESCO over the next eight years; and the content and format of document 37 C/4 should be easily understood by all.

6.5 Regarding document 37 C/5, the Namibian delegation appreciates that it reflects the spirit of the discussions of the 190th session of the Executive Board. Our delegation thus supports the proposed three strategic objectives and the guiding principles of Major Programme I. In the same vein, we support a rights-based approach to education and equity, and social inclusion both in and through education. The leadership and coordination role of UNESCO in achieving EFA and relevant MDGs by 2015, and UNESCO's strategic participation in the preparations for a post-2015 development agenda, has become more critical than ever before. Concrete and strategic interventions should be developed to ensure that the initiative on the "last big push" produces measurable outputs for the achievement of EFA by 2015. Namibia also supports the focus on quality education, sustainable development, TVET, continuous professional development of teachers, higher education and sector-wide policies and planning.

6.6 In the sciences, Namibia supports the proposed main lines of action. On Major Programme III, Namibia underscores the importance of fostering social inclusion and intercultural dialogue, and the development of participatory and inclusive public policies on youth in line with the African Union Decade for Youth Development and Youth Empowerment 2009-2018. We expect the Organization to deliver more on the activities on youth than we managed to under previous activities including the UNESCO Strategy on African Youth.

6.7 In culture, Namibia would like to see more concrete activities at the implementation level regarding the promotion, protection and conservation of cultural heritage, and the promotion of diversity of cultural expressions through the effective implementation of the culture conventions. Namibia further advocates that priority be given to the promotion of and support to the development of dynamic cultural and creative industries, as tools for social and economic development. Attention should also be placed on further development of the UNESCO Culture for Development Indicator Suite, which aims at measuring the contribution of culture to development.

6.8 As regards communication and information, we support the focus on the safety of journalists, the development of community media, and free, pluralistic and independent press as well as freedom of expression, as envisioned in the Windhoek Declaration. Namibia also supports activities aimed at promoting universal access to information and knowledge. We are concerned, however, on what seems to be the scaling down of the Communication and Information Sector in the Organization, as UNESCO is the only United Nations specialized agency with the mandate of promoting freedom of expression and press freedom, including the

safety of journalists. The proposed transfers of some programmes and activities need careful consideration. We are moving programmes from where they have been delivering results and implanting them in sectors where these activities need to take root and finally flourish.

6.9 Namibia is particularly concerned about the dissolution of the Bureau of Field Coordination (BFC) at this crucial moment of the first phase of the field reform. What is worrying is that the reporting lines are still being fine-tuned and tested.

6.10 Madam Chair, my delegation is convinced that we have now reached a decisive moment in the life of Priority Africa. We have two options: either we jointly plan to fail or we boldly address the challenges as identified by the IOS evaluation. We all agree that Priority Africa as a global priority of the Organization remains relevant and we are pleased to note the enthusiasm of the Director-General to give new impetus to Priority Africa. But clearly, we are facing a mismatch in our vision. In spite of interventions of Member States who consistently spelt out their expectations on Priority Africa, the response of the Secretariat has always been different from our expectations. At this session, we are presented with the Operational Strategy on Priority Africa. Madam Director-General, our plea is that we go back to the drawing board: the IOS recommendations.

6.11 Finally, Namibia values the common welfare of mankind, solidarity and partnerships. We therefore express our thanks and appreciation to the Government of the People's Republic of China for supporting Africa, including Namibia, through the Teacher Development Project. We also thank all other Member States for making resources available to UNESCO to carry out its mandate during this difficult time. Thank you very much.

7.1 **Ms Wazir Ali** (Pakistan) *in extenso*:

Madam Chair of the Executive Board, Madam Director-General, Madam President of the General Conference, Excellencies, ladies and gentlemen, the Pakistan delegation offers its deepest condolences to the families and Government of United States of America for the tragic incident in Boston that once again shows that we have a long way to go to change the mind-set that threatens peace of mankind.

7.2 We all know that UNESCO's mandate is constructing defences of peace in the minds of men. It is about changing attitudes through education, developing respect and, through dialogue, understanding each other's culture and accepting diversity. It is about using science and technology to reach out to the poor and hungry and provide them with means to be self-sufficient, to overcome disease and disasters. Rightly so, the overarching objectives of the next eight-year Medium-Term Strategy are about peace and sustainable development.

7.3 However, one may ask, are our problems related to a lack of resources and financial capacity or a lack of prioritization and focus? For us it is both. A case in point is the recent calculation by the *EFA Global Monitoring Report* highlighting the fact that the \$16 billion funding gap to achieve basic education in low-income countries by the target date of 2015 has widened to \$26 billion over the last three years. While we continue to spend billions of dollars on instruments to make war but the foundation on which peace rests, that is, education is the most neglected. Each year of delay in funding education raises the costs of providing the facility in future. It is in this context that

Pakistan views and supports the United Nations Secretary General's Global Education First Initiative (GEFI).

7.4 Pakistan would like to thank Ms Bokova for providing leadership to UNESCO in tough financial times and raising the profile of UNESCO in the United Nations family. We expect productive consultations over the next few days on the Draft Medium-Term Strategy (37 C/4) and the Draft Programme and Budget (37 C/5). We are, however, concerned that no plan of action was prepared as a result of the Global EFA meeting held at Paris in November 2012. We also note that even documents 37 C/4 and 37 C/5 do not mention specific activity or expected results for the "big push" in the lead-up to 2015. We are glad to see literacy and higher education as one of the priorities within the Education Sector in documents 37 C/4 and 37 C/5, however, primary and secondary education need attention.

7.5 Ladies and gentlemen, the employment deficit, estimated by the International Labour Organization (ILO) at 64 million jobs in 2011 is expected to increase to about 71 million in the next four to five years. Unemployed youth, which forms the bulk of the lost generation, has to be engaged. Young people can become an asset for social transformations and economic growth if given the opportunity or become the cause of social unrest and upheaval if left unattended.

7.6 Regarding the proposed centre for social transformations and intercultural dialogue, we would like to ask about the added value of such a centre to the existing mechanism. If it acts as the Secretariat of the Management of Social Transformations (MOST) Programme then this already existed under the present set up. If the centre will take social transformations and inter-cultural dialogue to a new level, where it offers tangible solutions to the threats posed by rapid unemployment, increasing social tensions, competing and often conflicting cultures, and lay the foundation of genuine dialogue for peace, then the proposal could meet with success. The centre would require dedicated and highly qualified professionals as the tasks assigned would be new, or else it will be like serving old wine in new bottles.

7.7 We know that achieving education for all remains a key, yet unfinished agenda for basic education. We believe that future orientations for education need to go beyond current EFA goals and include key education issues such as access, equity and quality of education, teachers, and skills development.

7.8 Dear colleagues, Priority Africa is not an innovation at UNESCO, it is a global priority. It is a United Nations priority; in fact it is a "*shared global responsibility*". When the Operational Strategy on Africa, its six flagship programmes and what is reflected in documents 37 C/4 and 37 C/5 is fully implemented, we hope to see more children enrolled at school and getting quality education, the continent better prepared to deal with disasters and conflict situations, their cultural heritage well preserved and African youth provided with the opportunity to be a productive part of their society. UNESCO has to play its part for a self-sufficient and sustainable Africa. I would like to cite exceptional work by UNESCO in Africa which is the discovery of two aquifers in Ethiopia and Kenya. This is the type of work that is expected of UNESCO, work that changes lives of millions with small investments.

7.9 We support the IHP Eighth Phase (IHP-VIII) focus on water security and the tremendous work done by the

UNESCO Intergovernmental Oceanographic Commission (IOC) but at the same time we note the severe staff shortage faced by the Science Sector. We note that the best-performing Communication and Information Sector has been reduced to cater for freedom of expression and the World Summit on the Information Society (WSIS) alone. This has diluted the importance that we attach to information and communication technologies and we would like to retain its original mandate. Similarly, it is quite disappointing to note that the Secretariat does not have enough financial resources to host 12 of the 15 statutory meetings under the cultural conventions. We observe that the performance of UNESCO has been severely curtailed by the current financial problems, making it heavily dependent on extrabudgetary resources, which covered almost 66% of programme activities. We note, however, that the extrabudgetary funds are following the priority of the Organization as identified under document 36 C/5 and appreciate the efforts of the Secretariat in this regard.

7.10 We thank the Ad Hoc Working Group of the Executive Board for their excellent work and support its recommendations fully. It has really made the task of Executive Board easier by flagging important issues. We are really grateful to the Director-General and her team for the excellent support provided by the Organization for the high-level advocacy event "Stand up for Malala" on 10 December 2012. The President of Pakistan donated \$10 million for the establishment of the Malala Fund for Girls' Education. We hope that the fund will draw more attention and donors in the critical area of promoting girls' education which accounts for two-thirds out of school children.

7.11 Ladies and gentlemen, Pakistan fully supports the efforts of UNESCO to send a fact-finding mission to the Old City of Jerusalem in accordance with the understanding reached at the last Executive Board on an early resolution of all outstanding issues concerning Palestine at UNESCO.

7.12 The Pakistan delegation knows the importance of disaster risk reduction as a means to significantly reduce the large-scale impact of disasters. As we sit here today, we know that an earthquake of an intensity of 9 on the Richter scale struck Iran, which had an effect on Pakistan also, where it reached 8.1 on the Richter scale. This is the reality. UNESCO has a comparative advantage in disaster risk reduction; we note, however, that document 37 C/5 provides allocation of less than \$2 million for post-crisis and post-disaster (PCPD) activities, more than half of which would go towards staff costs. This allocation needs to be increased. Thank you.

8.1 **M. Sbih** (Algérie) *in extenso* :

Madame la Présidente, j'ai écouté, hier, avec beaucoup d'attention et d'intérêt, votre allocution et celle de la Directrice générale de l'UNESCO – des allocutions empreintes d'une grande lucidité mais non dépourvues d'un ferme espoir de sauvegarder le leadership de l'UNESCO en dépit des circonstances que notre Organisation vit en ce moment. Aussi, permettez-moi, précisément dans ce débat général, de ne pas sacrifier au rituel que les usages de cette Maison nous invitent traditionnellement à respecter. Interrogeons-nous plutôt d'emblée, directement, avec réalisme et clairvoyance sur les moyens forcément limités dont notre Organisation dispose pour réaliser nos ambitions légitimes et, par conséquent, sur les choix qui ont été proposés et leur portée, que nous pouvons, certes, les uns et les autres,

apprécier différemment et que nous voudrions, pour notre part, accompagner des considérations suivantes.

8.2 Madame la Présidente, dans le contexte particulier de cette session, nous saluons les efforts de la Directrice générale, qui entend poursuivre les objectifs essentiels de notre Organisation, à savoir le développement durable, la culture de la paix, le droit à l'éducation et le renforcement des capacités institutionnelles de l'Afrique. À cet égard, nous voudrions souligner la priorité Afrique et le renforcement des bureaux hors Siège, qui constituent une grave préoccupation et un défi majeur qu'il revient à l'UNESCO de relever. Nous saluons également les mesures que la Directrice générale a prises dans l'intérêt des populations de notre continent dans les domaines de l'éducation, de la culture et des sciences. Nous voudrions appeler votre attention sur les propositions pertinentes de notre Groupe de travail ad hoc, devenu la cheville ouvrière de notre Conseil, et sur la nécessité de tenir compte de sa feuille de route, qui devra nous guider jusqu'à notre prochaine Conférence générale.

8.3 Madame la Présidente, je voudrais souligner l'importance que revêt le Secteur des sciences sociales et humaines, qui constitue un des piliers de notre Organisation. Il s'agit de préserver, à travers le Programme Gestion des transformations sociales (MOST) qui est, au sein du système des Nations Unies, l'unique programme axé sur la promotion de l'inclusion sociale, le rôle de la jeunesse et sa place dans la société d'aujourd'hui et de demain. Ce programme est devenu particulièrement important au moment où notre monde traverse des moments difficiles marqués par des turbulences, des transformations et des mutations à tous les niveaux. L'UNESCO, plus que jamais, doit s'adapter à ces évolutions et changements pour les accompagner, dans le cadre de ses compétences.

8.4 Madame la Présidente, en ce qui concerne le projet de création d'un centre pour les transformations sociales et le dialogue interculturel, la richesse de cette idée et le caractère constructif de ce projet apparaîtront sans doute plus visiblement si l'importance du Programme MOST est, à cette occasion, mise en évidence, si les objectifs stratégiques de ce projet sont clairement déterminés et si certains de ses éléments constitutifs sont mieux précisés. Notamment s'il est, dans les faits, incontestable que le Centre travaillera en harmonie avec les États membres et leurs structures correspondantes dans ce domaine, s'il bâtit sa stratégie en complémentarité et synergie avec les institutions et pôles scientifiques des pays demandeurs pour un transfert de savoir-faire au service des politiques publiques et si la promotion du dialogue interculturel dans ses nouvelles formes intègre bien le lien entre inclusion sociale et diversité culturelle.

8.5 Enfin, Madame la Présidente, les questions relatives au Moyen-Orient ne cessent de nous interpellier. L'admission de la Palestine à l'UNESCO a été un acte de paix conforme aux idéaux et objectifs de notre Organisation. Il y a lieu, dès lors, dans ce prolongement, que l'UNESCO, dans la plénitude de ses attributions, assume logiquement ses responsabilités internationales lorsqu'il s'agit de préserver le patrimoine culturel palestinien qui appartient – faut-il le rappeler ? – à l'humanité tout entière.

8.6 Madame la Directrice générale, vous avez, hier, dans votre allocution, évoqué opportunément les efforts louables qui ont été faits par l'UNESCO pour, dites-vous,

se rapprocher des Nations Unies. Serait-il irrévérencieux de souhaiter que l'ONU fasse, à son tour, les mêmes efforts pour se rapprocher de l'UNESCO, en particulier au sujet de la Palestine ? Je vous remercie.

9.1 **Mr Toga (Ethiopia) in extenso:**

Madam Chair of the Executive Board, Madam President of the General Conference, Madam Director-General, distinguished delegates, ladies and gentlemen, let me start by expressing my sympathy and solidarity to the people and Government of the United States of America on the tragic attack that occurred at the Boston Marathon.

9.2 Madam Chair, this past year was marked by successful initiatives and events organized by UNESCO at the international level and in my own country. I would like to express my appreciation for activities undertaken in various sectors, including the Chinese funds-in-trust project for teacher development, the project to strengthen biotechnology education and research in Ethiopia and the publications within the MDG-F programme. We also appreciate the groundwater findings in Ethiopia.

9.3 Madam Chair, distinguished delegates, Ethiopia has laid strong foundations for development programmes in education, culture, communication and science, among others, and is one of the few developing countries that is likely to meet almost all the Millennium Development Goals (MDGs). The implementation of MDGs, especially in Africa, is still unfinished business. We know there has been progress made towards the MDGs in education but more needs to be done. That is why we cannot stress enough the importance of having an action plan with adequate resources for the "last big push for EFA". Moreover, we cannot encourage enough UNESCO's involvement in developing the post-2015 development agenda. As we participate in global efforts to chart the post-2015 agenda, UNESCO must focus on the 60% of Africa's population that is under the age of thirty: our youth, our hope and our future.

9.4 This year, Africa will be celebrating the 50th anniversary of the founding of the Organization of African Unity, the precursor of the African Union. The theme of our celebration entitled "Pan-Africanism and African Renaissance" is, therefore, fitting as we mark the Golden Jubilee of our continental organization. It affords us the opportunity to take stock of our achievements and challenges over the last 50 years and map out a way forward to realize our vision of creating a peaceful, prosperous and united Africa. Over the last decade, Africa has managed to register robust economic growth. UNESCO's responsibility is therefore to be more relevant in contributing to Africa's growth. That is why African permanent delegations here in UNESCO worked diligently in selecting flagship programmes and priorities for our continent, in accordance with the decision adopted at the 190th session of the Executive Board. Madam Director-General, we appreciate the consultations you have undertaken on Priority Africa with the Africa Group and the other regional groupings. However, we are disappointed, to say the least, that documents 37 C/4 and 37 C/5 did not take full account of the priorities set by our Ad Hoc Working Group on flagship programmes nor does it fully reflect the concerns expressed during the consultation meetings. Our global priorities on gender equality and Africa need to be much more prominently positioned throughout documents 37 C/4 and 37 C/5 and it is my hope that the Board takes a firm decision on the matter.

9.5 Madam Director-General, from your report on the execution of programmes, it is encouraging to see that, despite the budgetary constraints, efforts are underway to reach the roadmap targets and implement field reforms. However, we see that UNESCO is heavily dependent on extrabudgetary funds for programme delivery, there is no possible recourse to the use of the Emergency Fund and the trend of preference for Headquarters-based activities seem to persist. Even in the short run this is not sustainable and the situation needs to improve. UNESCO cannot assume its role and responsibility by depending only on extrabudgetary funds. I would like to appeal to Member States and the Secretariat that UNESCO should stay focused on its core mandates and should avoid becoming involved in areas where it has no competence. Otherwise, the Organization will be marginalized and distracted from fulfilling its core mandates and that is not in the interest of Member States. Moreover, Ethiopia shares the concern expressed by Cuba with regard to the working methods of the Executive Board, in particular the Committee on Conventions and Recommendations. Madam President, while we define the strategy of UNESCO for the next eight years, we must keep in mind the need for enhanced focus within a limited budget. We need to approve documents 37 C/4 and 37 C/5 that we can properly implement with the budgetary constraints the Organization is facing. How to improve UNESCO's capacity to deliver and maintain relevance for Member States in the near future is a primary concern. In preparing for the next four-year programme, it is timely and pertinent to ask ourselves how to avoid a repetition of the present difficulties.

9.6 Madam Director-General, ladies and gentlemen, we want to see in the 37 C/4 and 37 C/5 documents firm commitments in practical terms and with clear operational tools, performance indicators of activities and realistic expected outcomes. We take note of the different structural adjustments proposed in document 37 C/4 and we look forward to the debates on this point. Though we welcome the change of mind-set and remain convinced that we cannot conduct business as usual, we need to be careful not to step back instead of moving forward. That is to say, a focused implementation and greater impact of our activities need qualified staff, experts and programme specialists. We have concerns regarding the redeployment of staff from one sector to the other, the merging of field staff from Natural Sciences and Social and Human Sciences into a single science field structure. We fear such initiatives might lead to losing programme specialists by undermining their domain of expertise. We are not resistant to change and are willing to support this initiative if further clarifications are provided.

9.7 Finally, Madam Chair, Madam Director-General, Excellencies, distinguished Members of the Board, Ethiopia has a long-standing cooperation with UNESCO and is keen to further consolidate this cooperation. My delegation fully associates itself with the statement delivered by Djibouti on behalf of the Africa group. I thank you.

10.1 **Mr Budjaku** (the former Yugoslav Republic of Macedonia) *in extenso*:

Madam Chair of the Executive Board, Madam President of the General Conference, Madam Director-General, allow me, dear colleagues, to extend my deepest sympathy to the Ambassador of the United States for the loss of human lives suffered by the people of America in Boston, Massachusetts, yesterday.

10.2 Madam Chair, the delegation of Republic of Macedonia fully subscribes to the statement made by the Ambassador of Denmark on behalf of the European Union. We consider this session of the Executive Board of extreme importance for the future of our Organization. Judging by the course taken, the speech of the Director-General and the interventions of delegations as well as by the work of the Special Committee I presided last Friday, I am fully satisfied by the seriousness of the approach and the high awareness of the present situation. We all know that, during its lifetime, UNESCO, like other United Nations agencies and the United Nations itself, has been going through a process of almost permanent change and reform. By the very nature of dialectics, the world goes through permanent changes and evolution. Consequently, one might be tempted to classify change as a "usual process". Nevertheless, due to the level of development attained, which inherently strives to improve the human condition and is characterized by an unprecedented interconnectedness and interdependence of peoples, states and cultures, the situation in which the world stands today, and UNESCO, as its "conscience", is unseen. This revolutionary new world as well as the uncharted position of UNESCO, accompanied by – hopefully temporary – financial difficulties, consequently requires a revolutionary new approach in diagnosing and remedying old problems and facing new challenges. That is the reason why, keeping in mind that, for the first time, UNESCO is preparing an eight-year medium-term strategy, it is absolutely primordial to get the priorities right and, accordingly, to have the right structures and tools needed for their implementation.

10.3 In order to assume its noble role for the well-being of humanity, to successfully fulfill the responsibilities given by the United Nations and acting within its competencies, our Organization has to overcome the permanent and latent danger of politicization, and the tendency to overstretch in the programmes and the geographically-based structure of the work. In my opinion, the Organization has to balance the two opposing forces of over centralization and exaggerated decentralization as well as to keep the needed and necessary balance among different interests – of programmatic, regional, sub-regional and national nature. The importance of setting priorities right is crucial in – at first sight – a paradoxical situation of compiling an eight-year strategy in a world that is changing at a greater pace. But, on the other hand, if the priorities are set right – and I think they are – it gives a possibility, firstly, to reinforce the already universally accepted values and secondly, to introduce new values and perspectives with an important element of sustainability and duration.

10.4 With this introduction in mind, Madam Chair, I would like to make a few comments on documents 37 C/4 and 37 C/5 and support proposals that in my opinion are key to moving the Organization in the right direction and to achieving UNESCO's reform. First of all, I fully support the proposed streamlining and focusing of the programmes as a major driver of change and reform of our Organization. Reaching an adequate balance between resources allocated to programmes and to administration is a good start. This will help to better position UNESCO in the United Nations system as a unique actor, committed to an efficient delivery and focused exclusively on the added value of its programmes. In this regard, positioning UNESCO closer to the field is, at the same time, a means and an objective of achieving the above-mentioned target. I strongly support the continuation of the reform through the reinforcing of the field office network. Ensuring better

delivery at regional and national levels will ultimately result in the enhancement of UNESCO's position in the competent inter-agency mechanism of the United Nations.

10.5 Madam Chair, while we are talking on a global scale, with abstract words, of reform, structure and target and objectives, at the local level, on the human scale, in many countries and areas of the world, populations are suffering and the expectations they have placed in our Organization should not, must not, remain unheard. This is the reason why, considering the social and cultural challenges ahead, we are strongly in favour of the creation of a centre for social transformations and intercultural dialogue. However, I am of the opinion that it should be established with a clear mandate and a thoughtful strategy. As a new structure, its results and effectiveness within the ongoing reform must be high – I would say even higher – than the other structures of the secretariat and in full compliance with the overarching objectives set by the Organization.

10.6 Finally, I would like to echo the proposal to align UNESCO's human resources capacity with the challenges ahead and the changing environment. For me, this means ensuring that the permanent staff has the highest level of competence and integrity and is at the right place in the adequate programme and activity where their expertise can fully contribute to the reform process and the programme delivery.

(The speaker continued in French)

10.7 Madame la Présidente, pour la Macédoine, 2013 est une année très importante qui, j'en suis convaincu, marquera une nouvelle étape dans la coopération de mon pays avec l'UNESCO. En effet, ma délégation attend avec impatience l'adoption de la décision qui fera de l'Institut international de génie sismique et de sismologie appliquée (IZIIS, Université Saints-Cyrille-et-Méthode) à Skopje le premier institut de catégorie 2 placé sous l'égide de l'UNESCO sur le territoire de la République de Macédoine. Depuis sa création, en 1965, à la suite du tremblement de terre de 1963 qui a dévasté presque totalement notre capitale, Skopje, l'Institut IZIIS a déployé d'importants efforts en faveur de la réduction des risques de catastrophe et est devenu aujourd'hui le fleuron des institutions scientifiques macédoniennes. La proclamation d'IZIIS en tant qu'institut de catégorie 2 consacra une contribution majeure de la République de Macédoine aux efforts de l'UNESCO dans le domaine de la réduction des risques de catastrophe, et de l'enseignement et de la recherche en la matière.

10.8 Madame la Présidente, du 10 au 12 mai prochains, mon pays accueillera, pour la troisième fois, la Conférence mondiale sur le dialogue interreligieux et intercivilisationnel. Je saisis cette occasion pour remercier la Directrice générale de son soutien à cet événement, qui est organisé en faveur d'une meilleure compréhension mutuelle et du développement durable, par le biais de la promotion du dialogue interculturel et interreligieux.

10.9 Madame la Directrice générale, nous serions honorés de votre présence personnelle au Forum régional sur le dialogue entre les civilisations qui aura lieu le 2 juin 2013 à Ohrid.

10.10 Pour conclure, je voudrais vous assurer du plein soutien de la République de Macédoine et saluer vos efforts et le courage avec lequel vous vous attachez à résoudre la situation complexe dans laquelle se trouve l'UNESCO. Je vous remercie de votre attention.

11.1 **Ms Toppin** (Barbados) *in extenso*:

Madam Chair, Madam Director-General, Madam President of the General Conference, Excellencies, I would like to begin by offering our deepest sympathies to the Government and the people of the United States of America on this very tragic occasion.

11.2 We would like to commend the Director-General and her team who, in the drafting of the 37 C/4 and 37 C/5 documents have demonstrated UNESCO's continued commitment to the protection and preservation of the world's heritage. One recent example of this was the experience of the Barbados delegation while in St. Petersburg last June when the terrible news of the attacks on the people and heritage of Mali was received. We therefore wish to express our appreciation to the Director-General and to commend her for her active efforts in bringing the desecration of the mausoleums, monuments and manuscripts to the attention of the international community. More importantly perhaps, UNESCO's action in this area allows us to see the recognition of the Malian people as providing a real example of the critical importance of the need for the continuation of intercultural dialogue. Because this heritage and these manuscripts "belong to all of humanity, it is our duty to save them".

11.3 In relation to Major Programme IV the Director-General must be commended for continuing to highlight the pivotal role of culture and heritage in sustainable national development and the building of peace. Barbados was proud to welcome you to our shores to celebrate with us the inscription of our first World Heritage site in 2011. This achievement signals UNESCO's commitment to redressing the imbalance which over the years has typified the World Heritage List and which has failed to acknowledge the substantial and significant contribution that, throughout our short history, the countries of the Caribbean have made to the heritage of the entire world. We hope that as we move forward into the next Biennium, programmes and projects will continue to be implemented to ensure that this matter is appropriately addressed.

11.4 Barbados would like to reiterate its desire to see the Organization's global priorities amended to give the highest possible priority to the need to deal with issues related to the world's young people. We are committed to the view that the subject of youth deserves the appropriate acknowledgement as being as critical as that of gender equality. Bear in mind, however, that particular attention must be paid to the individual needs of specific regions such as the Member States of the Caribbean Community (CARICOM) where the major issues relating to gender focus more on the performance of males and their seeming lack of interest in contributing positively to societal development.

11.5 Major Programme IV states the commitment to "*building peace and sustainable development through heritage and creativity*". This, however, omits one very important pillar, and that is "culture". Positive cultural development is critical to the building of peace and sustainable development and the relationship between "culture" and UNESCO's other areas of responsibility must never be minimized. It is therefore important that as we go forward, the integration of culture and the arts into education curricula be emphasized. So too, must the appropriate attention be paid to that critical intersection at which culture meets digital technology. Failure to place emphasis on the use of digital technology in creative expressions will impede the growth and development of

the cultural and creative industries in developing countries and will certainly fail to attract the attention of our youth. Highlighting the need to intensify efforts to reinforce the implementation of all of the cultural conventions is also a step in the right direction. It is important that Member States be encouraged to respect the commitments made to becoming signatory to these conventions and to ensure that they are effectively implemented.

11.6 Barbados is very encouraged by the Director-General's efforts to consider synergies in these challenging times, within an organization which is facing financial difficulties and relevance issues. These issues, coupled with the emerging new concepts for old challenges, are but part of our daily existence in small island developing States (SIDS), as we approach the 20th anniversary of our hosting of the Global Conference on the Sustainable Development of Small Island Developing States from 25 April to 6 May 1994.

11.7 Barbados agrees with the statement of the Director-General that "at this critical juncture, we must strengthen the Organization for greater impact and sharper delivery". We continue to be encouraged by the work of the Natural Sciences Commission and the Social and Human Sciences Commission, and your efforts to create synergies across the fields of science, environment and economics and would therefore like to see more credible information on any proposed benefits ahead of the establishment of the centre for social transformations and intercultural dialogue. We also support your proposal for strengthening education for sustainable development. In March of this year, Barbados completed a scoping study which seeks to make a critical and timely transition to a green economy. The study outlines a clear roadmap and governance framework that will underpin the policies of the Government in the coming years. We are convinced that this pathway offers a uniquely integrative and multi-faceted approach to achieving the goal of sustainable development.

11.8 The Barbados delegation wishes also to present its compliments to the Director-General for the approach used to generate input by Member States into the preparation of documents 37 C/4 and 37 C/5. The extensive consultative process gave all Member States – whether least developed countries (LDCs), SIDS or developed countries – the opportunity to contribute perspectives that helped to shape these documents. We wish to further emphasize the fact that while there some issues that have been raised in the Report of the Ad Hoc Preparatory Group, the vast majority of the proposals are indeed aligned with the general direction in which Barbados and most CARICOM Member States are heading. However, we share the concern of the Ad Hoc Preparatory Group regarding the financial position of the Organization and its capacity to meet the costs of implementing the proposals contained in document 37 C/5. Specifically, we wish to offer support for key proposals under "Major Programme I – Education for peace and sustainable development". It is recognized that teachers are the cornerstone for the enhancement of quality education. Therefore, the thrust to enhance the capacity of teachers through training to deliver quality pedagogy at all levels is very high on the agenda for Barbados and CARICOM Member States. We therefore wish to commend the work of the International Task Force on Teachers for Education for All and also to commend the Director-General for initiating the process of renewing UNESCO's agreement with CARICOM. We also wish to support efforts in the area of technical and vocational

education within the context of preparing school-leavers and youth for entry into the world of work. Efforts are being made in Barbados to certify the technical and vocational skills and competencies of young persons through the Caribbean Vocational Qualification. We share concern about the efforts to achieve the MDGs and EFA goals by 2015. We stand ready to support the continuation of development efforts beyond 2015. We are therefore eagerly awaiting the formulation of the United Nations Secretary General's proposals for the Post-2015 Development Agenda. In closing, Madam Chair, Barbados would like to give its full support to the statement delivered earlier by the members of the Latin America and Caribbean Group (GRULAC). We thank you for the opportunity to make this statement.

12.1 **Mr Stiell** (Grenada) *in extenso*:

Madam Chair, Madam President of the General Conference, Madam Director-General, Excellencies, ladies and gentlemen, before I start, on behalf of the Government of Grenada, I would like to extend my condolences to the people of the United States of America.

12.2 It is a great honour to represent the Honourable Anthony Boatswain, Minister for Education and Human Resource Development, who was unable to attend this session. The Minister has asked me to convey to you his best wishes for a successful meeting.

12.3 I wish to endorse the sentiments expressed by the Latin America and Caribbean Group (GRULAC) as being largely consistent with those of Grenada. I would like to thank the Director-General for her detailed and informative report and for all her efforts to manage the current financial challenges. We welcome the drive to reduce the weight of bureaucracy and administrative costs. However, in prioritizing, these reductions must be balanced with the need to strengthen the implementation and efficiency of the selected programmes.

12.4 I would like to further thank the Director-General and her team for the Draft Medium-Term Strategy (37 C/4) and the Draft Programme and Budget (37 C/5). While we appreciate the efforts to introduce results-based budgeting, there is a need to establish clear linkages between documents 37 C/4 and 37 C/5 to ensure the quality of the expected results. We note that a mechanism for linking the four-year programme and the two-year budget cycles is absent in the Draft Programme and Budget (37 C/5).

12.5 As noted in the Ad Hoc Preparatory Group's meeting, there are financial and budgetary data discrepancies in the System of Information on Strategies, Tasks and the Evaluation of Results (SISTER). This needs to be addressed if SISTER is to serve as a useful programme-planning and monitoring tool.

12.6 Concerning the education major programme, we agree that UNESCO should continue fulfilling its lead role in this field and should make every effort to accelerate progress towards the EFA goals by 2015. This will be achieved through the following: the promotion of a holistic view of education; curriculum reform and alignment with the job market; the further development of technical and vocational education and training (TVET); the support for education systems that are responsive to contemporary challenges; and education policies focused on sustainable development with special emphasis on climate change and poverty alleviation. We underline the importance of higher education and gender equality in access to

education, especially in breaking the poverty cycle. We recognize the major role of the Organization in shaping the post-2015 education agenda.

12.7 For the natural sciences programme, we would like to highlight the need to build capacities in sciences. The sharing and transfer of scientific information and the mobilization of science for natural disaster reduction and mitigation are of particular importance. There is a strong need to address vulnerabilities of SIDS and mobilizing capacity within this framework. While we welcome the tsunami warning exercise in the Caribbean (CARIBE WAVE) and the allocation of funding for the establishment of the Caribbean Tsunami Information Centre (CTIC), we reaffirm that the UNESCO Intergovernmental Oceanographic Commission (IOC) programmes play a vital role in our region for protecting and sustainably managing our ocean and coastlines. We therefore call for its adequate funding in document 37 C/5. Irrespective of the discontinuation of the Intersectoral Platform for the Implementation of the Mauritius Strategy for SIDS, we wish to underscore the importance of its goals and strategies. These goals and strategies should not only continue but should also be intensified. Within this framework, we look forward to the Organization's involvement in the preparation of the 20-year review of the Barbados Programme of Action in 2014 and adherence to the outcomes. Within this same context the Sandwatch programme plays a very important role for Caribbean countries, as an innovative approach that embodies the principles of sustainable development. We urge UNESCO to continue this programme with adequate funding.

12.8 In the social and human sciences programme, Grenada welcomes the focus on social inclusion and the operational strategy on youth. We emphasize the significant importance of developing policies in the ethics of science and technology, and in particular the necessity for UNESCO's continued work with respect to ethical principles relating to the environment and climate change. With regard to culture, we are in favour of developing separate expected results and benchmarks for each convention and programme to ensure better evaluation and accountability.

12.9 Madam Chair, the Government of Grenada attaches great importance to information and communication technologies. We commend the Communication and Information Sector (CI) for its dynamism and reliable delivery. We thank the Director-General for allocating the necessary support from the Emergency Fund for the follow-up of the first UNESCO Regional IFAP Conference held in Grenada in 2012 and for the implementation of the Saint George's Declaration and Plan of Action for Building Caribbean Knowledge Societies which benefits all Caribbean countries. However, we are concerned about the possible dismantling of the CI Sector as it appears in document 37 the Draft C/5. We request that this proposal be reconsidered.

12.10 Finally Madam Chair, we wish to state the importance of the Participation Programme for SIDS and the need to improve its mechanism in light of the audit of the UNESCO Participation Programme. It is a valuable procedure which provides direct assistance to initiatives undertaken by Member States, in line with UNESCO's priorities and national needs. I would like to conclude, Madam Chair, by reiterating Grenada's continued support for UNESCO's ideals, mission and perspectives on the way forward to ensure effective and meaningful delivery of all its programmes. Thank you, Madam Chair.

١٣,١ السيد النعيمي (الإمارات العربية المتحدة) النص الكامل:

حضرة رئيسة المجلس التنفيذي، حضرة رئيسة المؤتمر العام، حضرة المدير العام لليونسكو، أصحاب السعادة أعضاء المجلس التنفيذي المحترمين، السيدات والسادة الكرام، السلام عليكم ورحمة الله وبركاته. اسبحوا لي في لحظة أولى بأن أوجه خالص مشاعر الامتنان إلى رئيسة المجلس التنفيذي، السيدة أليساندرا كمنز، لإدارتها المهنية العالية لجلسات مجلسنا وأعمال دورتنا. وأخص بجزيل الشكر أيضاً الأمانة على ما بذلته من جهد لإعداد الوثائق وتأمين المراجع لكي نحرز التقدم المنشود في الملفات والقضايا المطروحة أمامنا. سيدتي الرئيسة، تتقاطع هذه الدورة للمجلس التنفيذي مع مجموعة محطات واستحقاقات تتأزر لكي تعطي وجهاً جديداً لمنظمتنا، فثمة مشاريع إصلاحية مطروحة على أعضاء مجلسنا تتعلق بمضمون عمل اليونسكو ودورها في هذه الفترة الحرجة والمأزقية. وهذه المشاريع تتفاعل في جلسائنا ولقاءاتنا منذ الهزة المالية التي أصابت المنظمة في نهاية عام ٢٠١١. وأعتقد أن المشاركين هنا أشبعوها دراسة وتحصيماً، وباتت الرؤية واضحة بالنسبة إلى منطلقات الإصلاح ومراميه، تأسيساً على "خريطة الطريق" التي صاغتها المدير العام.

١٣,٢ وفي الدورة التسعين بعد المائة، حصل إجماع على تسريع وتأثر الورشة الإصلاحية واتخاذ تدابير بنوية لا تُصلح فقط اليونسكو بل تعيد تأسيسها على أربعة مرتكزات كبرى هي الفعالية، وتفعيل البنى والهيكلية، وخفض التكاليف الإدارية وعقد الشراكات المجزية مع القطاع الخاص. ونعرف يقيناً أن الصيغ العملية والأبعاد الميدانية للإصلاحات طويلة ومعقدة وترتبط بالحوكمة، وبيروقراطية ثقافة الإدارة، وصعوبة تطوير المنظمة نحو ثقافة الجدوى والنتيجة، واستقلالية فكر وعمل القطاعات المختلفة. ولكن لا بد من تجاوز الإجراءات سعياً إلى الجوهر. ومن الخطأ اعتبار أن هناك من جهة، الإجراءات والتدابير ومن جهة ثانية، المضمون والجوهر. فثمة منظمة يونسكو واحدة بخمسة برامج رئيسية قطاعية وخمس وظائف أهمها مختبر الأفكار، والمرجعية العالمية في التربية، وبيت ثقافات العالم، ومنبر دولي لثقافة السلام وحوار الحضارات، وقاطرة للتنمية المستدامة بمعناها الشامل الواسع.

١٣,٣ حضرة السيدات والسادة، أيها الحضور الكريم، إن نقاشاتنا في هذه الدورة سوف تُعيد تحديد معنى اليونسكو، وتُشكل بوصلة الاتجاه الذي يجب أن تسلكه من أجل تنوير العالم، وتبديد ظلمة الجهل، وظلم البؤس الإنساني، وظلميات التعصب والشوفينية، والترويج للتنوع الثقافي والفكري والإنساني، والحق في الاختلاف، وقيم التعددية العابرة للقارات والحضارات، ومن أجل إعلاء شأن الثقافة الكوسموبوليتية في عواصمنا وحواسننا. ومن أجل خدمة هذه الأهداف الإنسانية النبيلة، فإن دولة الإمارات العربية المتحدة تحرص على الحفاظ على البرامج الرئيسية القطاعية الخمسة، وعلى إثرائها بالمضامين والأبعاد الإيستيمولوجية، مع بلورة خصائص وخصوصيات كل واحد منها، وهي التربية، والثقافة، والعلوم الطبيعية، والعلوم الاجتماعية والإنسانية، والاتصال والمعلومات. كما إن بلادي تدعم بشكل خاص قطاع العلوم الاجتماعية والإنسانية. وتؤكد على الأهمية القصوى لتعزيز برنامج إدارة التحولات الاجتماعية (MOST)، كبرنامج فريد من نوعه داخل منظومة الأمم المتحدة. يجعل من الاندماج الاجتماعي والقضاء على مناطق الظلم والفقر محور نشاطه العلمي من خلال التأثير في سياسات صانعي القرار والانعطاف بها نحو أولويات التنمية المستدامة.

١٣,٤ كما يهمننا أن تبقى منظمتنا رائدة في حركة "التعليم للجميع". وهذه الريادة تترتب، بالطبع على جهود وقدرات ومبادرات ورؤى لإطلاق الديناميكية المتعددة الأبعاد في التعليم وربطه بأسواق العمل، ومن ثم إطلاق آليات التعاون والتأزر فيما بين بلدان الجنوب وبين بلدان الشمال والجنوب والجنوب، دون إقصاء أي طرف مهما كانت عباة الإيديولوجية وطروحاته السياسية وشعاراته وشعاره.

١٣,٥ حضرة رئيسة المجلس التنفيذي، تشجع دولة الإمارات العربية المتحدة الهيئات المعنية، وفي طبيعتها الأمانة، على المضي قدماً في التشاور

حول مشروع ٤/٣٧ و ٥/٣٧، بروحية الحوار والشفافية حتى الدورة السابعة والثلاثين للمؤتمر العام. ولا ننسى أن نقاشاتنا في الدورة الحادية والتسعين بعد المائة للمجلس التنفيذي حول هذين المحورين ليست مجرد حوار داخل جدران البيت. كما إنها ليست أيضاً مجرد تمرين إداري للأمانة. فإن عواصم وقطاعات واسعة من أهل العلم والمعرفة والإدارة والثقافة والتربية والتعليم ترهف السمع إلى مداولاتنا، وتنتظر أن نرسم لها الطرق والمسارات للوصول إلى الأهداف العليا التي حددها الميثاق التأسيسي لليونسكو، ومنها “بناء حصون السلام في عقول البشر”. ومن هنا أولوية الأولويات في نظرنا، أي ثقافة السلام، ليس كشعار بل كديناميكية حضارية وتنموية في مواجهة “كونسورسيوم” الحروب والفتن. وهذا النوع من القيادة أو الريادة يجب أن نمارسه بعزم وحزم وتصميم لأنه يمس هوية المجتمعات البشرية وحرمتها وأمنها ورفاهها ورفقيها.

١٣.٦ وفي هذا المقام، نُشد على ضرورة تنفيذ القرارات الخمسة المتعلقة بالأراضي العربية المحتلة في فلسطين والجولان السوري المحتل. ونعتبر أن المنظمة تأخرت كثيراً في إيفاء بعثة خبراء إلى القدس لمعاينة ما يحدث من تهويد وتغيير هوية مواقع عربية ذات رمزية دينية وتاريخية كثيفة المعنى والأبعاد. ونطالب بأن تقف اليونسكو بقوة ضد الاعتداءات السافرة على التراث العربي في القدس وتعمل على إنقاذه من مصير أسود يتربص به.

١٣.٧ سعادة رئيسة المجلس التنفيذي، أيها الحضور الكريم، تقف اليونسكو عند مفترق طرق، لكن الرؤية لم تعد مشوشة، وثمة بوصلة باتت ترشدنا إلى الاتجاه الصحيح، إذ إن على المنظمة أن تتحول بشكل جذري من أجل ضمان مستقبلها وفعاليتها وحضورها في العالم وأداء دورها النوعي والاستثنائي. وإذا حددنا أهدافنا بوضوح واعتمدنا الصيغة الجامعة للتخصصات في مقارباتنا، فإن يونسكو جديدة متكيفة مع التحديات ومع راهنية الأوضاع والمشكلات قادرة على أن تولد بمقومات القوة والقدرة على الاستشراف والاستباق في عالم مُعولم ومتغير وحافل بالمفاجآت والأزمات، وقادرة أيضاً على أن تؤثر فيه وتنعطف به نحو دائرة القيم والتأزر الأخلاقي والإنساني، مع تمنياتنا بنجاح هذه الدورة وتحقيق الأهداف المنشودة، وشكراً لكم جميعاً.

(13.1) **Mr Alneaimi** (United Arab Emirates)

in extenso (translation from the Arabic):

Madam Chair of the Executive Board, Madam President of the General Conference, Madam Director-General of UNESCO, Excellencies, distinguished Members of the Executive Board, ladies and gentlemen, *as-salāmu ‘alaikum wa-rahmatu llāhi wa-barakātuh* (peace and the mercy and blessings of God be upon you). Allow me to begin by expressing my deepest gratitude to the Chair of the Executive Board, Ms Alissandra Cummins, for her highly professional stewardship of our Board meetings and the work of this session. I would also like to thank the Secretariat sincerely for its work in preparing the documents and reference materials to enable us to make due progress on the issues before us. Madam Chair, at this session of the Executive Board, as a number of key mileposts and deadlines work together to remodel our Organization, Board Members are being presented with projects for reform relating to UNESCO's role and the content of its work at a particularly critical juncture. These projects have been a running theme of our meetings ever since the financial blow dealt to the Organization in late 2011. Now that they have been fully examined and evaluated by all those present, I believe that we now have a clear picture of the objectives of reform and how to achieve them, based on the Director-General's roadmap.

(13.2) At the 190th session, there was consensus that the pace of the reform process should be stepped

up and that UNESCO should not only be restructured, but reconstructed on the basis of four pillars: to improve efficiency, streamline structures, reduce administrative costs, and establish meaningful and rewarding partnerships with the private sector. We are well aware that the shape these reforms take in practice and on the ground will be a long and complex process and will depend on factors such as governance, the problem of a bureaucratic management culture and the difficulty of ensuring that the Organization moves towards a culture of effectiveness and results, and of independence of thought and action among the various sectors. However, we must go beyond mere procedures and strive for the essential. It is wrong to see things as procedures and administrative measures on the one hand, and content and essence on the other. There is only one UNESCO, with five major sectoral programmes and five primary functions: to serve as a laboratory of ideas, a global authority on education, a home to the world's cultures, an international platform for the culture of peace and the dialogue among civilizations, and an engine of sustainable development in its broadest and most comprehensive sense.

(13.3) Ladies and gentlemen, our discussions at this session will redefine UNESCO and act as a compass guiding the Organization on its path to enlightening the world, dispelling the shadows of ignorance, the injustice of human misery and the obscurity of fanaticism and chauvinism, promoting cultural, intellectual and human diversity, the right to difference and the values of pluralism that transcend continents and civilizations, and to promoting cosmopolitan culture in our capitals and metropolises. To serve these noble humanitarian goals, the United Arab Emirates wishes to maintain the five major sectoral programmes, namely education, culture, natural sciences, social and human sciences, and information and communication, while at the same time enhancing their content, enriching them with epistemological facets, while pinpointing their individual characteristics and specificities. My country also gives particular support to the Social and Human Sciences Sector and reaffirms the utmost importance of reinforcing the Management of Social Transformations (MOST) Programme, a unique programme within the United Nations system which centres its activities around social integration and eradicating poverty and injustice by urging decision-makers to adopt policies in favour of the priorities of sustainable development.

(13.4) We consider it important for the Organization to maintain its leading role in the education for all (EFA) movement. This leading role naturally arises from the various endeavours, capabilities, initiatives and visions aimed at releasing a multifaceted dynamic in education and gearing it to the labour markets, and hence to establishing mechanisms which foster South-South and North-South-South cooperation and exclude no party, regardless of ideological, political, moral or religious viewpoint.

(13.5) Madam Chair of the Executive Board, the United Arab Emirates encourages the authorities concerned, in particular the Secretariat, to continue consultations on draft documents 37 C/4 and 37 C/5, in a spirit of dialogue and transparency, until the 37th session of the General Conference. Let us not forget that our discussions of these two documents at the

191st session of the Executive Board are not merely a dialogue within the walls of this House. Nor are they just an administrative exercise for the Secretariat. In capitals the world over, from a range of sectors such as science, academia, administration, culture, education and training, people are listening attentively to our deliberations and counting on us to show them the way to reach the noble goals enshrined in UNESCO's Constitution, which states that, "*it is in the minds of men that the defences of peace must be constructed.*" We believe that our highest priority is therefore to build a culture of peace, not only as a slogan, but as the driving force of culture and development, combating the consortium of war and dissension. This is the kind of decisive and determined leadership we must exert because it is a matter of identity, freedom, security, welfare and advancement of human societies.

(13.6) In this connection, we reiterate the need to implement the five decisions concerning the occupied Arab territories in Palestine and the occupied Syrian Golan. In our view, the Organization has taken far too long to send a group of experts to Jerusalem to record the ongoing attempts to Judaize and change the identity of Arab sites which have deep and wide ranging symbolic, religious and historical significance. We call on UNESCO to adopt a firm stance against the flagrant attacks on Arab heritage in Jerusalem and endeavour to rescue it from the terrible fate in store for it.

(13.7) Madam Chair of the Executive Board, ladies and gentlemen, UNESCO is standing at a crossroads, but its vision is no longer clouded, and a compass is now guiding us along the right path. The Organization must therefore undergo a radical transformation in order to ensure its future and effectiveness, as well as the performance of its exceptional, qualitative role. If we can set ourselves clear objectives and adopt an interdisciplinary approach, we may see a new UNESCO, a UNESCO geared to current challenges, conditions and issues, a UNESCO that is strong and capable of looking ahead and anticipating developments in a globalized, evolving world full of surprises and crises, and finally a UNESCO that is able to influence the world and nudge it in the direction of ethical and humanitarian values and mutual assistance. We wish this session the best of success in achieving its objectives. Thank you.

14.1 **Mr Siniwin** (Papua New Guinea) *in extenso*:

Madam Chair, Madam Director-General, fellow Board Members, distinguished representatives, ladies and gentlemen, I bring warm greetings from the Government and 6.5 million people with 830 different languages of Papua New Guinea as well as the Pacific region. It is indeed an honour and privilege for me to deliver the Ministerial Statement on behalf of my people and on behalf of Minister for Education and Finance and Member of the UNESCO Executive Board Hon. James Marepe, MP, as he is unable to attend owing to another meeting being held in Brussels last week. The Minister and UNESCO Executive Board Member representing the Pacific Island States conveys his sincere apologies and extends his best wishes. He further sincerely apologizes for our non-participation at the last UNESCO Executive Board Meetings (189th and 190th sessions) due to Education Ministry portfolio changes as a result of the incumbent Education Minister being ousted from office by the National Court. Madam Chair, on behalf of my

government, I also wish to congratulate you on your continued direction and leadership and as Chair of the Executive Board, I assure you of our undivided support.

14.2 I am advised of the Director-General's visit to my country next month; thus, I convey my government's official verbal invitation to the Director-General to visit our country during her East Asia-Pacific tour in May 2013. The Director-General's visit will strengthen the bilateral ties with UNESCO and the people of the Pacific nations and Papua New Guinea and establish further dialogue and sign the revised memorandum of understanding (MOU) to this regard. Madam Chair, I also take this opportunity to inform you that my government, which is seriously committed to UNESCO programmes, has reimbursed UNESCO with the outstanding Participation Programme funds of the biennia 2004/2005 and 2006/2007 and by the end of the week technical officers from the Papua New Guinea National Commission should advise UNESCO External Relations on the current transfer details. It is our fervent hope that during our tenure on the Executive Board, Papua New Guinea will be able to represent the region well in this distinguished body as mandated, consistent with the development aspirations of the region.

14.3 Papua New Guinea, on behalf of the region, underscores the significant role and importance of UNESCO in pursuing development which is central to its core programmes and priorities. As you are fully aware, the region faces a lot of challenges due to its isolation and peculiarities as well as varying levels of development. We believe that it is important for Pacific Island States to be integrated into the global system and our membership in the UNESCO Executive Board provides this opportunity. We therefore fully support the UNESCO work programmes in the region and endorse the view that development focus of UNESCO should be enhanced by placing more emphasis on development as well as recognizing special disadvantages of small island developing States (SIDS) including in the Pacific region.

14.4 Madam Chair, in the ensuing sections, I will endeavour to highlight to you a number of development issues that need to be addressed through UNESCO programmes which are important to Papua New Guinea as well as the Pacific region.

14.5 Climate change implications: changes in weather patterns are challenging traditional predictions and observations and placing humanity in a position of bewilderment. The rise in sea levels is affecting coastlines and causing widespread natural disasters, such as landslides and floods, which are common not only in small island developing States in the Pacific but worldwide. This is causing severe threats to people's livelihoods. The work of the UNESCO Intergovernmental Oceanographic Commission (IOC) should be strengthened, particularly with a view to promote and support effectual early warning systems in affected Member States. Regions of Asia and the Pacific prone to earthquakes, volcanoes and tsunamis need UNESCO's special attention and focus. Governments of countries in need of geo-hazard mitigation and preparedness should be assisted in building the necessary capacity.

14.6 Media and community development: community radio projects are an encouraging development in the Pacific Region as they benefit people particularly in remote areas with no access to modern government services. Funding for the project by the International Programme for the Development of Communication (IPDC) should be supported and complimented by

UNESCO, outsourcing technical expertise within the affected Member States to establish and build capacities at a local level. I would like to take the opportunity to thank the Government of Japan for supporting radio and television broadcasting in schools in Papua New Guinea, as well as the European Union for its aid helping to establish infrastructure in schools.

14.7 UNESCO job attachment programmes: UNESCO should recommend that officers within the National Commission be rotated compulsorily within Members States at least biennially or on a four-year basis to gain exposure and experience for effective implementation of UNESCO programmes to enhance technical officer visits. This would encourage members of developed nations to impart skills and knowledge to developing nations and strengthen UNESCO bilateral relations within UNESCO's fields of competence.

14.8 Participation Programme: this segment of the UNESCO biennial development programme is crucial to Member States since direct funding is allocated to development efforts. Policies and guidelines governing this programme should be reviewed in order to ease tough measures imposed on poor and least developed countries (LDC) that are suspected of mismanaging funds allocated under the Participation Programme. Moreover, the Participation Programme should be increased for LDCs and SIDS for tangible and important development programme support.

14.9 Increase fellowship programmes: UNESCO fellowship programmes are very important, especially for LDCs and SIDS, and therefore their availability should be increased both at undergraduate and postgraduate levels, through additional memorandums of understanding (MOUs).

14.10 Volunteer officers: UNESCO should cater to have access to personnel available under UNESCO's volunteer scheme, especially in disciplines under UNESCO's mandate. LDCs and SIDS would tap into these officers from developed nations with technically equipped personnel and where needed should be assisted by these officers from various ministries of UNESCO Member States.

14.11 Madam Chair, it is our hope and aspiration that literacy programmes and education for all children in Papua New Guinea and the rest of the Pacific will take the forefront. Indeed, our government has already implemented policies on free education and will take this on board in our next Pacific Islands Forum, to ensure UNESCO's endeavours are maintained and to see that positive change and results are achieved under your leadership. My country has invested \$1 billion on education. It supports UNESCO policies and United Nations' education for all now and beyond 2015.

14.12 With these few remarks, once again on behalf of the Government of Papua New Guinea and my our neighbouring Pacific Island countries, I thank you Madam Chair, colleagues, Ministers and Executive Board Members for your attention and having my views generate dialogue for the general endeavours of UNESCO programmes. I also note in this meeting that most emphasis is placed on African nations and I must remind you all that we are equally affected one way or another, so please do not forget the Pacific Island nations in your endeavours. Thank you.

15.1 **Ms Lacœuilhe** (Saint Lucia) *in extenso*:

Madam Chair of the Executive Board, Madam President of the General Conference, Madam Director-General, Excellencies and colleagues, I would like the start by associating Saint Lucia with the statement made by Venezuela on behalf of GRULAC and most particularly on the way to deal with document 37 C/5.

15.2 Madam Chair, we have listened carefully to the statements made by the distinguished Members of the Board since yesterday. Most of the speeches focused, of course, on the Medium-Term Strategy and the Programme and Budget, which are the most important items on our agenda. Like everyone else, we had prepared a speech stating our position on the strategy, the different programmes proposed in document 37 C/5, the quality of the expected results, SIDS, the Mauritius strategy, the importance of ICTs and the Communication and Information Sector, Priority Africa, the field network reform and our doubts about the centre for social transformations and intercultural dialogue. But then our delegation realized that for the past three years, we have been acting as if everything was normal. It is time we stop.

15.3 We have difficulty with delivering a speech to this distinguished plenary about a virtual programme with a virtual budget. We are going to spend days and a lot of money – money we do not have – discussing and debating a programme that we cannot implement. Yes. Under the current circumstances, we do not have the resources to implement document 37 C/5 or even document 37 C/5 Addendum 2, the so called PIPFAR, because our fixed costs are too high. And we have been ignoring this reality for too long.

15.4 The first reaction of the Director-General to the crisis was excellent. Every step taken during the first year was the right one: being very present on the international arena, pushing UNESCO's agenda everywhere, while at the same time looking for funding to secure the implementation of the programmes and taking all the necessary measures to reduce costs in the administration.

15.5 The problem arose when the administration did not see – or did not want to see – that at some point, it was necessary to stop reacting and start planning for the coming biennium, possibly without the contribution of the United States of America. We have spent the last two years doing business as usual while being told that the situation was difficult, but under control. Well, the situation was not quite so under control after all, since we might end up spending all the resources remaining in the Emergency Fund, some \$46 million, to fill a deficit instead of spending the money on programmes. And the fact that the financial regulations allow this is not the issue. Now we will be going into the next biennium without a deficit, but with no real budget for programme implementation either. And again we will have to rely heavily on extrabudgetary funds. Forgive me if I do not jump for joy at the idea. We all know that most extrabudgetary funds are tied. Even when they follow the priorities of the Organization, most donors have geographic and thematic preferences.

15.6 The private session we are going to have with the Director-General about these issues tomorrow is long overdue. We should have had it before. Whatever measures we decide to take will need time to be put in place and to be implemented. Moreover, we all know that this situation has been very difficult and stressful for the staff. It is not easy to work with this kind of uncertainty every day, and it would be unfair not to recognize this.

15.7 Madam Chair, it is needless to say that reading the report of the External Auditor on the management of the financial crisis has increased my delegation's concerns. I will make my comments on this document in the Commission, but I can say from the outset, that despite the seriousness of the issues mentioned in that audit, we can accept that sometimes things do not work as expected and mistakes are made. What we will not accept is the refusal to admit that mistakes were made and that the reform could be better managed.

15.8 To conclude, Madam Chair, I would like to repeat what was said yesterday by several colleagues. Despite the difficulties and the uncertainties, what we can be sure of is the relevance of UNESCO's Mission. UNESCO is the place where the greatest ideas emerged in the past. But we have now been living on past fame for far too long. It is time for new great ideas to emerge. Great ideas need no money. Thank you for your attention.

16.1 The President of the General Conference
in extenso:

Madam Chair of the Executive Board, Madam Director-General of UNESCO, Excellencies, dear colleagues, friends, I started my professional career as a music and theatre critic and learned very quickly that for the same concert or performance I could easily write both positive and negative reviews. A mix of an intellectual approach, the magic of words, and the analytical thinking could spin the story in any direction. But if you listen to your heart, your words will be sincere and your writing constructive. So I decided to always listen to my heart when engaging in intellectual processes.

16.2 My heart says that we need *"visibility and coordination"*, as well as *"credibility and activity on the ground"*. My heart says that we all agree on the importance of education for all, the need for inclusive knowledge society, freedom of expression, strengthening human rights and dignity, working towards social justice and sustainable development, and addressing the growing inequalities. I have heard many voices during these two days supporting the statement that one of you made: *"The world is undergoing a deep change but we all would like to see UNESCO remaining a global leader in its competences."*

16.3 We all share, to an equal degree, the responsibility for making sure that UNESCO can fulfil its noble mission. In recent times this responsibility has included guiding the Organization through difficulties, but also giving it a new impetus in the rapidly transforming world, and empowering it to be more responsive to the real global challenges.

16.4 The path towards fulfilling our responsibility lies through an open and constructive dialogue. Ensuring open lines of communication for free exchange of ideas among the Member States and the Secretariat has been one of my top priorities as the President of the General Conference. The open dialogue and discussions were greatly advanced by the Ad Hoc Preparatory Group. I would like to take this opportunity to thank its active members and its very committed Chair, Ms Vera Laccœuilhe, for the professionalism and the tireless work preparing the ground for the Board's deliberations. I think that the Ad Hoc Preparatory Group has proven itself to be a very useful, constructive and active platform for a real dialogue between the Member States and the Secretariat.

16.5 An idea expressed by John F. Kennedy seems to me particularly relevant for us today: "In a crisis, be aware

of the danger – but recognize the opportunity". This is precisely what we are called upon to do in our own times of difficulties to address the real dangers that the Organization faces, but in doing so, to always think innovatively, to rise above the limitations of today, and to grasp the opportunities to transform into a more relevant and effective Organization. In fact, Nobel Prize winning economist, Milton Friedman, explicitly warned us that: *"only a crisis – actual or perceived – produces real change. When that crisis occurs, the actions that are taken depend on the ideas that are lying around"*. This is our purpose today – to develop a bold vision, to generate innovative ideas and to establish new ways of fulfilling UNESCO's mission. Let us use this difficult situation as an opportunity for the much needed positive change. And let us hope that the formal request by President Obama for the waiver of the suspension of United States' funding of UNESCO – as we were told yesterday by the Ambassador – will be successful. Meanwhile, we have to be pragmatic, and far-sighted, and consider alternative scenarios to be well-prepared for contingencies.

16.6 Of course, this session of the Executive Board is a watershed event that will test our resolve to agree on UNESCO's future vision and action plan. In the course of the coming days, we must prepare the foundation for the next General Conference to adopt UNESCO's new work-plan and budget.

16.7 Ladies and gentlemen, working at Headquarters, sometimes we forget that the realm of UNESCO's mandate is the entire world, and the allies in our work are many. I have encountered our allies as the artists, educators, sportspersons, scientists and social activists in every country and society I have visited lately – these are the real people with real faces and real personalities that support our mandate every day with their dedicated action. They might hail from different cultures and speak different languages, but all of them speak UNESCO's language of peace, and all of them are ready to be agents of positive change in their societies. The great number of persons and organizations that are allied with UNESCO is our real strength, and we should capitalize on that. This requires being open and perceptive to the real needs of those people and societies that are physically distant from us. This also requires listening carefully to the many partners that we have in the field, both within the government and the civil society, and making sure that the solutions we formulate reflect their voices.

16.8 I want to thank the countries and their governments that have invited me to participate in various cultural, educational and scientific events and to deliver UNESCO's message of peace, and I want to apologize to those Member States whose kind invitations I could not accept for logistical reasons. These visits have been opportunities for raising the visibility of UNESCO and its work among various audiences, from the Heads of States to the ordinary citizens, from a group of decision-makers to the stadium crowds, to convey the message of durable peace through multicultural and multi-faith dialogue, to promote gender equality and the role of women in conflict resolution and reconciliation and to put to use UNESCO's soft power of cultural diplomacy, sports diplomacy and science diplomacy.

16.9 I have witnessed, first-hand, how UNESCO inspires hope for lasting peace, creates conditions for quality education, and empowers persons to celebrate their cultural heritage. Whether it was at the UNESCO Office in New Delhi, Bangkok or Cairo, I observed the

dedication of the local staff to the principles and actions of the Organization, and saw the benefits for the local population in key areas of UNESCO's mandate. Unfortunately, it is the programme delivery capacity at the national level that has suffered most the effects of the financial difficulties. In our deliberations, it is imperative that we keep in mind the marginalized and vulnerable populations that benefit the most from our action.

16.10 Finally, my heart says that after the emergency period we need the long-term thinking, and my heart says again and again that consensus is UNESCO's most important tool for shaping the future. In fact, it is our only tool: in the absence of any enforcement capacity, people and governments adhere to UNESCO's principles because they represent universal agreement. I urge all of us to remember that this is a special house where we are moved by universal ideals and a global vision, where the benefits shared by the entire humanity trumps the immediate and narrow interests of any particular country, region, person or continent. *"Be a dreamer, be an optimist and be an activist!"* This has been my credo for many years. The current circumstances at UNESCO have inspired me to alter this credo to declare: "Let us dream together, let us be positive together, and let us work pragmatically together for the better future that is ours to share."

16.11 I would like to congratulate the Director-General for her commitment, energy, vision and tireless action to develop this noble Organization into a responsive, sensitive, active and visible organization in the United Nations family and in the world. Also I truly appreciate and recognize the hard work of so many in the Secretariat who are so keen to fulfil the mission of UNESCO and use creativity, expertise and intelligence to overcome the difficulties. Madam Chair, Director-General, Excellencies, I wish you a fruitful, creative, inspiring and honest deliberation. Thank you for listening.

17. **The Chair**, pursuant to Rule 30.3 of the Rules of Procedure, invited four observers who had asked to address the Board to take the floor.

17.1 **Mr Sandino Montes** (Permanent Delegate of Nicaragua to UNESCO) (Chair of the Group of 77 and China) *in extenso*:

Thank you Madam Chair, the Group of 77 (G77) and China reiterates its commitment to the reform of UNESCO. This reform must be carried out with a well-defined strategy, specific objectives and a system of verifiable quantitative and qualitative indicators informed by an analytical study by bringing efficiency and effectiveness to the Organization and should not be a reform to do less with less.

17.2 In accordance with 190 EX/Decision 19 adopted by the Executive Board, the G77 and China reiterates the need to preserve the five areas of competence or major programmes of UNESCO, with the specificity and validity of each: Education, Culture, Natural Sciences, Social and Human Sciences, and Communication and Information. From this perspective, the specific objectives for each of the five sectors should be clearly defined. According to the same decision, UNESCO's global objectives should comprise: peace, sustainable development, poverty eradication, social inclusion, ethical and social challenges as well as communication and information.

17.3 The Group of 77 and China expresses its full support to the Social and Human Sciences Sector and emphasizes the need to integrate ethics in its various

programmes and activities. Moreover, it reaffirms the importance of preserving the intergovernmental Management of Social Transformations (MOST) Programme, a unique programme within the United Nations system focusing on the promotion of social inclusion through research on public policy and sustainable development, as approved at the 11th session of the MOST Intergovernmental Council.

17.4 The G77 and China regrets the late issuance of the concept note on the proposed centre for social transformations and intercultural dialogue. The G77 and China, in accordance with the recommendations of the Ad Hoc Preparatory Group of the Executive Board and Recommendation No. 15 of the MOST Intergovernmental Council would like that discussions on the possible creation of such a centre be pursued.

17.5 The G77 and China strongly supports the importance of ensuring that UNESCO maintains its leadership in the global coordination of education for all (EFA), preparing concrete actions for the implementation of the GEM Ministerial Declaration 2012. Consequently, we invite the Director-General to further strengthen the role of UNESCO in the fight against illiteracy, promote inclusive and quality education, best practices, higher education as a public good, and South-South and North-South-South cooperation.

17.6 The G77 and China expresses its full support to the Natural Sciences Sector and reaffirms the importance of strengthening the role of science, technology and innovation (STI) for sustainable development and poverty eradication as well as the Intergovernmental Oceanographic Commission (IOC) and the Man and Biosphere (MAB) Programme, as a mechanism that has proven to be effective in the promotion of conservation and sustainability of natural resources and biological diversity.

17.7 The G77 and China stresses the importance of the conventions under the Culture Sector, particularly the strengthening of the 1970 Convention and the need to maintain a constant plea to the moral duty to recognize and respect the sovereign right of the peoples of the world to their historical and cultural heritage, and the need to develop more advanced operational mechanisms that provide this heritage with adequate protection. In this regard, the G77 and China has already sent a letter to the Director-General with this request. Furthermore, our Group considers it inappropriate that the programme *"Indigenous languages in danger of extinction"* be carried out by the Natural Sciences Sector, and request that funds for this activity be reinstated in the regular budget. In addition, our Group is concerned about the proposal to include the activities related to intercultural dialogue and culture of peace in the proposed centre for social transformations and intercultural dialogue, and would like to ask for more information about what will be the relationship of the centre with the Culture Sector and the budget that will be allocated to its activities.

17.8 The G77 and China is concerned about the weakening of the Information for All Programme (IFAP), the sole programme that addresses current issues such as information access, information preservation, information ethics, information literacy, information for development, multilingualism in cyberspace and reducing the digital divide.

17.9 The G77 and China feel that in order to avoid dilution of the important issue of youth in both the 37 C/4

and 37 C/5 documents, it should be more clearly reflected in the body of the documents and not as an Annex in an operational strategy.

17.10. The G77 and China wishes to confirm its support for UNESCO's two global priorities, Africa and gender equality. It is important for our Organization to achieve more effective and tangible results, hence the two priorities should be backed by action plans with defined objectives, expected outcomes, performance indicators and benchmarks.

17.11 Finally, the Group of 77 and China wishes to express its concern about the difficult financial situation of UNESCO, which endangers the implementation of its programmes, and in face of the budget cuts that have affected programme activities more than the operational costs.

18.1 **Mr Worbs** (Permanent Delegate of Germany to UNESCO) *in extenso*:

Madam Director-General, Madam President of the Executive Board, dear colleagues, Germany supports the Director-General for having brought fresh impulses to UNESCO's reform agenda. Now she needs time for implementation. Allow me, Madam Chair, to add a few specific remarks to the statement made yesterday by the distinguished representative of Denmark on behalf of the European Union. With regard to the global challenges of the 21st century, UNESCO needs strong strategic planning and positioning within the United Nations system, based on a leadership role in its fields of competence. In this context, we support the Director-General's initiative for enhancing the interface of policy and science and her contribution for to the establishment of the United Nations Scientific Advisory Board.

18.2 The priority list contained in document 37 C/5 Add.2, in general, has identified the priorities right. However, we note the quite low priority attributed to education for sustainable development. Enabling Member States to develop and implement education policies requires all five functions of UNESCO, not just capacity-building. In education, all activities have to follow a holistic approach. Lifelong learning and TVET need to continue to feature prominently, in particular in the context of the future activities of UNESCO on youth.

18.3 We urge UNESCO to implement the recommendations of the review of the Education Sector category I institutes and to utilize to the extent possible the two institutes with excellent evaluation results, the International Institute for Educational Planning (IIEP) and the UNESCO Institute for Lifelong Learning (UIL). We urge UNESCO to make more and better use of the World Network of Biosphere Reserves. The management of biosphere reserves is a unique model for multidisciplinary work as it relates to scientific, educational and social issues in the framework of sustainable development. Biosphere reserves should therefore be used by all sectors as places and instruments of delivery for UNESCO programmes. The Man and the Biosphere (MAB) Programme continues to need strong leadership in the Organization. We welcome that a separate major programme on freedom of expression and inclusive knowledge societies is maintained. UNESCO should continue to be a strong player in the World Summit on the Information Society WSIS+10 follow-up process. We are not sure whether the operational strategy on Africa fully includes the recommendations contained in the "Evaluation of UNESCO Priority Africa".

18.4 Finally, I would like to encourage all Member States to participate at the upcoming MINEPS V Conference in Berlin at a high level. The conference will demonstrate the huge potential of sports for peace and intercultural dialogue. Last but not least, Germany appreciates the efforts of the Director-General to make a mission to Jerusalem possible within the agreed framework. Thank you.

19.1 **M. Gallaud** (Président de la Conférence internationale des ONG entretenant des relations officielles avec l'UNESCO) *in extenso*:

Madame la Présidente du Conseil exécutif, Madame la Présidente de la Conférence générale, Madame la Directrice générale, Excellences, Mesdames, Messieurs les Ambassadeurs, qu'il me soit d'abord permis de vous remercier de me donner l'occasion de m'exprimer au nom de la communauté des ONG partenaires officiels de l'UNESCO membres de la Conférence internationale des ONG. À l'issue de la dernière Conférence, en décembre 2012, les ONG ont adopté et transmis à la Directrice générale une contribution collective aux documents 37 C/4 et 37 C/5, reproduite dans le document 191 EX/31. Cette contribution montre, à l'évidence, la convergence de vues et la proximité entre les priorités stratégiques de l'UNESCO et celles énoncées par la société civile : que ce soit dans le domaine de la qualité de l'éducation tout au long de la vie et de l'accès universel à l'eau douce, dans l'engagement pour la protection et la promotion des patrimoines, pour l'éducation aux droits de l'homme, à la culture de la paix, dans la lutte contre la pauvreté, dans le combat pour l'égalité des genres, ou encore dans l'éducation aux nouvelles technologies, les ONG ont montré, très clairement, leur intention de s'engager aux côtés de l'Organisation. Et les nouvelles directives concernant le partenariat de l'UNESCO avec les ONG ont non seulement permis d'élire, en décembre 2012, un nouveau Comité de liaison, plus représentatif de la diversité culturelle, mais aussi de programmer, pour 2013-2014, quatre forums internationaux, dont trois décentralisés en Asie, en Afrique et en Europe orientale, sur les thèmes que je viens d'évoquer. Tout cela a été rendu possible grâce à l'étroite coopération que notre Comité entretient avec le Secteur des relations extérieures et la Division des organisations internationales non gouvernementales, coopération que je tiens cet après-midi à saluer.

19.2 Je ne reviens pas ici sur ce que j'ai déjà longuement exprimé devant le Comité sur les partenaires non gouvernementaux. Je souhaite seulement rappeler que ces forums ne seront couronnés de succès que si leur organisation repose sur un partenariat entre les États, les commissions nationales, les organisations internationales et régionales non gouvernementales, l'UNESCO et ses bureaux hors Siège. Il est clair que c'est cette alliance qui fera la réussite de nos forums. C'est donc bien un nouveau type de relations entre les ONG et l'UNESCO que je vous propose aujourd'hui au nom de la Conférence internationale des ONG : des relations d'échange, de confiance et d'enrichissement mutuel. Car l'expertise des ONG est très vaste : elle couvre tous les domaines de compétence de l'Organisation et ne demande qu'à se mettre au service de l'UNESCO pour construire la paix par l'éducation, les sciences, la culture, la communication et l'information. Et, puisque notre Conférence des ONG comprend de nombreuses organisations de jeunesse, priorité intersectorielle de l'Organisation, nous aurons à cœur d'associer cette tranche d'âge à nos forums et à nos autres manifestations, les idéaux de l'UNESCO représentant incontestablement pour eux une raison de

vivre ou, pour reprendre les propos de la Directrice générale, un appel à un nouvel humanisme : « Nous constatons tous les jours à quel point les projets de l'UNESCO sont un formidable levier pour construire l'espace commun auquel nous aspirons », rappelait-elle il y a quelques mois. Qu'il me soit permis ici de réaffirmer que les ONG partenaires de l'UNESCO partagent les mêmes aspirations et, en définitive, le même rêve. Je vous remercie de votre attention.

20.1 **Sra. Velázquez** (Presidenta del Comité Científico Internacional La Ruta del Esclavo)
in extenso:

Buenas tardes. Gracias a la Presidenta del Consejo Ejecutivo y a la Directora General de la UNESCO esta oportunidad para hablar brevemente sobre el proyecto de la Ruta del Esclavo- resistencia, libertad y patrimonio de la UNESCO.

20.2 Sé que están cansados voy a hacer sólo unas breves reflexiones. Sabemos que la UNESCO enfrenta un momento muy difícil, sin embargo, el Comité Científico Internacional La Ruta del Esclavo confía en el futuro de esta Organización. De hecho pensamos que ninguna organización internacional hubiera podido crear y apoyar un proyecto como éste, haciéndolo hasta hoy en día una referencia obligada sobre el tema mundialmente.

20.3 En México, mi país, como en muchos otros de América Latina y de otras partes del mundo, muchas personas no saben por qué tienen un color de piel más oscuro que otro, por qué tienen ciertas formas de hablar, cantar, vestir o comer, pero incluso muchos funcionarios desconocen la importancia de las personas africanas y afrodescendientes en la construcción económica, social, cultural y política de nuestras sociedades. Sabemos por ejemplo, que en México se han deportado a personas afrodescendientes aludiendo que en nuestro país no hay negros. Tenemos una deuda histórica con las miles de personas que de manera forzada arribaron a nuestros países a trabajar pero aún más con las comunidades y pueblos afrodescendientes que hoy en día siguen sufriendo las consecuencias de esta tragedia, viviendo condiciones de pobreza, de exclusión, discriminación y racismo.

20.4 El proyecto de La Ruta del Esclavo se enmarca en la consideración del reconocimiento de la esclavitud y del comercio de personas esclavizadas considerado como un crimen contra la humanidad. Este proyecto durante casi 20 años ha logrado la visibilidad y credibilidad del tema en casi todas las regiones del mundo. Debo hacer notar que en los últimos años y sobre todo a partir de 2011 promulgado como Año Internacional de las Personas Afrodescendientes por las Naciones Unidas, ese tema ha sido central en los países latinoamericanos, que han reconocido la participación y las contribuciones de los miles de africanos y afrodescendientes en la construcción social, económica y política de nuestras sociedades. Existen hoy importantes expectativas sobre el tema y el proyecto de la Ruta del Esclavo en las comunidades afrodescendientes en el mundo académico y en los ámbitos educativos y artísticos. Debo hacer notar que muchas de las actividades de los miembros del Comité han sido apoyadas por países como el Brasil, Nigeria, Colombia, el Canadá, México y Barbados, entre otros.

20.5 Uno de los aspectos que más preocupa al Comité es el de la educación sobre el tema. Es especialmente importante desarrollar materiales pedagógicos y herramientas interactivas para integrar esta historia en las

narraciones nacionales e internacionales. La publicación del libro *El Comercio Transatlántico de Personas Esclavizadas y la Esclavitud* que presentamos hace un momento apoyado por el Instituto Henri Dunant y el proyecto internacional La Ruta del Esclavo es uno de los ejemplos de estas acciones que se están realizando. La próxima promulgación del Decenio de las Personas Afrodescendientes por las Naciones Unidas ofrece una nueva oportunidad para reforzar el liderazgo de la UNESCO a través del proyecto de La Ruta del Esclavo. Debo subrayar que la UNESCO es la única organización internacional que puede proporcionar aportes significativos sobre el tema en esta década después de la experiencia de casi 20 años. El proyecto celebra en 2014 veinte años y es una gran oportunidad para dar a conocer su trayectoria, sus metas, propósitos y alcances. Exhorto a los Estados Miembros a participar activamente en la celebración de este aniversario y en las actividades que se llevarán a cabo en el marco de la década de las personas afrodescendientes.

20.6 Finalmente exhorto a los Estados Miembros a fortalecer la misión de la UNESCO a través del apoyo al proyecto La Ruta del Esclavo-resistencia, libertad y patrimonio, que todavía tiene un largo camino que recorrer para dar a conocer esta historia escondida y lograr que todas las personas conozcan su pasado, estén orgullosos de su cultura y estén preparados para un diálogo de paz, reconciliación y cooperación nacional. El pasado de la esclavitud y el comercio de personas esclavizadas pero sobre todo el presente de los pueblos y comunidades afrodescendientes no es responsabilidad sólo de uno, concierne a todos los países y a todas las sociedades. Muchas gracias.

(20.1) **Ms Velázquez** (Chair of the International Scientific Committee for the Slave Route Project) *in extenso*
(translation from the Spanish):

Good afternoon. Thank you Madam Chair of the Executive Board and Madam Director-General for this opportunity to speak briefly about UNESCO's Slave Route Project: Resistance, Liberty, Heritage.

(20.2) I know everyone is tired, so my observations will be brief. As we know, UNESCO is facing a very difficult period. However, the International Scientific Committee for the Slave Route Project believes in the future of this Organization. We believe that no other international organization could have created and supported a project like this and made it the important reference it is, worldwide, in the field.

(20.3) In my own country, Mexico, and in many others in Latin America and elsewhere, many people do not know why they have darker skin than others, or why they speak, sing, dress or eat differently. Even a great number of civil servants are unaware of the important role played by Africans and people of African descent in the economic, social, cultural and political construction of our societies. We know, for example, that people of African descent in Mexico have been deported on the grounds that there are no black people in our country. We are historically indebted to the thousands of people who, under duress, arrived in our countries to work, and even more so to the communities and peoples of African descent who continue to suffer the effects of this tragedy and live in conditions of poverty, exclusion, discrimination and racism.

(20.4) The Slave Route project was created to promote the recognition of slavery and the trade of enslaved people as a crime against humanity. For nearly 20 years, this project has achieved visibility and credibility in this field in almost every region of the world. In recent years, and in particular from 2011, proclaimed International Year for People of African Descent by the United Nations, this subject has been of central importance in Latin American countries, which have recognized the contributions made by thousands of Africans and people of African descent in the construction of the social, economic and political fabric of our societies. Expectations surrounding this subject and the Slave Route project are high in communities of African descent, in the academic world, and in educational and creative circles. Many of the activities of Committee members have received the support of Brazil, Nigeria, Colombia, Canada, Mexico, Barbados and other countries.

(20.5) Of particular concern to the Committee is education on this subject. It is particularly important to develop interactive learning materials and tools to incorporate this history into national and international narratives. The publication of the book *El Comercio Transatlántico de Personas Esclavizadas y la Esclavitud* (The Transatlantic Trade of Enslaved People and Slavery), with the support of the Instituto Henri Dunant and the international Slave Route Project, and which we presented not too long ago, is one example of what is being done in this area. The upcoming proclamation of the United Nations decade for people of African descent affords a new opportunity to strengthen UNESCO leadership through the Slave Route project. UNESCO is the only international organization able to make a significant contribution on the issue for this Decade, after nearly 20 years of experience. The project celebrates its 20th anniversary in 2014. This is a wonderful opportunity to promote its background, objectives, proposals and accomplishments. I call upon Member States to take an active role in celebrating this anniversary and in the activities organized in the framework of the decade for people of African descent.

(20.6) Lastly, I urge Member States to reinforce UNESCO's mission by providing support to the Slave Route project: Resistance, Liberty, Heritage, which still has a long way to go toward telling this concealed history and ensuring that every person knows about their past, is proud of their culture, and is ready to engage in a dialogue of peace, reconciliation and national cooperation. The history of slavery, the trade of enslaved people, and the present lives of communities and peoples of African descent is the responsibility of not one but of all countries and societies. Thank you very much.

21. The Chair thanked the President of the International Scientific Committee of the Slave Route Project, and drew the attention of the Board to the results of the work of the Slave Route project in the form of the publication on their tables before them. She expressed her gratitude to the 58 speakers who had been heard during the plenary debate on items 4, 15 and 26, as well as the President of the General Conference and four observers, for the quality of their interventions. She then invited the Director-General to give her reply to the plenary debate, which would be followed by the question-and-answer session.

Reply by the Director-General to the plenary debate

22.1 The Director-General in extenso:

Madam Chair, Madam President of the General Conference, ladies and gentlemen, it has been an extraordinary day with a rich debate continuing the dialogue that I started with you immediately after the last meeting of the Executive Board, in order to look for our strategic orientation, proceed with the reform under the difficult circumstances, and prepare our vision for the future eight years on how UNESCO will implement its mandate in the areas of education, the sciences, culture and communication.

22.2 I had prepared another beginning to my response to your observations, questions and proposed ideas, but I have been very much inspired by the speeches made by the President of the International Scientific Committee for the Slave Route Project and the representative of Saint Lucia, because they both spoke about ideas. The representative of Saint Lucia spoke of the need for ideas to continue emerging from UNESCO. I am a big believer in the power of ideas. I think that what UNESCO has been conveying in the last decades is significant. We all know that ideas such as renewable energy were born here in this Organization in the 1970s. Education for all was launched in Jomtien, Thailand, then moved on to the World Education Forum in Dakar, before it was adopted by the United Nations General Assembly as the Second Millennium Development Goal. I believe that this Organization still has the capacity to produce big ideas, such as the importance of cultural diversity, the adoption of open educational resources at the beginning of the 2000s, and new ideas about global citizenship in the context of the Global Education First Initiative (GEFI), something that the Republic of Korea is also taking on board by organizing a very interesting debate.

22.3 I was exchanging ideas just this morning with Dr Palomo, President of the Mexican MOST Council, who I had the honour of meeting during my visit to Mexico. So I started this morning on the very same note – the power of ideas, and how an idea about scientific research for developing countries, for all countries, could move and change the policy-making of the entire world. What I have done in the last two years in trying to reform the Organization under difficult circumstances was to protect the Organization's capacity to bring about ideas, to protect its expertise and to protect everything that we have here as an historical intellectual organization and moral guardian of humanity.

22.4 The debate has also been about ideas on how to reform. I have always stated, from the outset, that the reform of the Organization has two legs. On one side of the reform we must focus precisely on the ideas and leadership that the Organization has conveyed over the decades, and must continue to convey. And on the other side we must reform the administrative structures, the way we work and deliver programmes, and the way we communicate with our advisory bodies, the NGO community and partners – all the areas that are contained in the audit report by the External Auditor. That is why I sent a letter to the President of the French Court of Auditors, the *Cour des Comptes*. My feeling was that they had missed the point, as if there was a divergence in our approach. I am speaking in particular about the report on the Organization's budgetary and financial crisis management. For the first time, I disagree with the approach of our External Auditor, and I wanted to inform the Executive Board of this. I do not disagree with all of

the recommendations. I agree that we could have done better. I admit that we may have made mistakes. We were under enormous pressure at the end of 2011, when we had already spent our budget and we were obliged to take extraordinary emergency measures in order to end the year without borrowing from the bank or just switching off the lights in this House. We probably could have done better, I do not argue about that. But under the circumstances we had to take emergency measures. Maybe they were messy. There is no strict, precise science of how to deal with such emergency measures. Then, of course, we had to move on with proposing a roadmap. In fact, when we ended 2011, my first measure at the beginning of January 2012 was to convene the Senior Management Team and tell all my colleagues here that we should start work on the roadmap. I requested that the 187th session of the Executive Board be brought forward to February and we presented a roadmap so that the Board and the Secretariat could have a very clear understanding of where we were going. You complemented us for the roadmap, you debated about it and you changed it. There were hours and hours of discussion, and then we had a clear picture of where we were going.

22.5 I hesitate over whether to call this report an evaluation or an audit. Perhaps some of the divergence comes from the fact that I thought it was an audit, but then it ended up being a mixture between an evaluation and an audit report. What we call it is not so important, but I think that the report misses the political context in two particular instances. It misses the governance structure of the Organization and the fact that I cannot make sweeping decisions on a profound restructuring of the Organization without consulting the Executive Board – and you know also how complex this process is. The report suggests that I should have immediately made a sweeping reform of the Secretariat in response to the crisis. I could not have done this because of the governance structure. I also think it would have been a huge mistake if I had immediately come to you and proposed a very sweeping cut in our professional staff, because it would have crippled the Organization. I must also admit that I did not want to call it a crisis, because I still believed in the support of the Obama administration, and I am very happy that finally the very important decision has been taken to submit to Congress a budget package that includes UNESCO's budget. I understand your sense of frustration – which has also been mine for a very long time – and I also take good note of the consternation that the Ambassador of Djibouti expressed this morning, on behalf of the Africa group, over the audit report arriving so late. The report was only submitted to us by the auditors on 2 April. I will transmit these feelings of consternation to the External Auditor so that they are aware of the fact that this delay prevented the Africa group from examining the report in time. I hope that they will take note and that next time they will submit their report much earlier, enabling you to debate it properly. So much for the auditor's report.

22.6 I thought that it was important for me to make this point about the audit report so that there were no misunderstandings. It does not mean that there are no valid recommendations in the report. Of course there are valid recommendations, and we will take them on board. However, I think that there is a major divergence in the approach. There should be no misunderstanding over how I see this process, because it has major implications on the Organization's capacity to deliver and on the way we work with the governing bodies, and this very complex but very right, in my view, governing structure.

(The Director-General continued in French)

22.7 Mesdames et Messieurs, j'en viens aux questions que vous avez abordées dans vos interventions. Tout d'abord, je tiens à dire qu'à mon sens, il était important que ce débat ait lieu. J'ai l'intention de poursuivre le dialogue entamé, comme l'ont souhaité le distingué représentant du Nicaragua dans sa dernière intervention au nom du Groupe des 77 et la Chine, ainsi que d'autres orateurs. En effet, toute nouvelle idée nécessite un débat et un dialogue pour en découvrir la valeur ajoutée. Dans les circonstances actuelles, il nous faut aussi nous concentrer sur nos priorités car si le Projet de budget est adopté en l'état, et à supposer que l'on puisse compter sur la contribution des États-Unis, la situation de notre Organisation restera difficile.

22.8 Vous êtes nombreux – Égypte, Cuba, Pérou, Union européenne et d'autres encore – à avoir eu le courage d'exprimer avec vigueur votre volonté de poursuivre la réforme. Comme le distingué représentant de Cuba l'a dit ce matin : « *l'UNESCO doit changer, n'ayons pas peur du changement!* ». Je fais mien ce message, comme celui de l'Indonésie, pays d'une immense diversité culturelle qui connaît des changements majeurs et qui, dans son intervention, ce matin, a placé les enjeux de l'inclusion sociale et du dialogue interculturel au premier rang de ses priorités. Je note que vos doutes et vos interrogations sont nombreux. Aussi je pense qu'il est extrêmement important que notre dialogue se poursuive.

22.9 Il est essentiel que nous renforçons notre action sur le terrain. Je puis vous assurer que les mesures de réforme du dispositif hors Siège en Afrique seront finalisées avant la fin de cette année. En ce qui concerne les questions soulevées au sujet de l'éventuelle suppression du Bureau de coordination des unités hors Siège (BFC), de la façon dont sera assurée la coordination sur le terrain et des règles qui seront appliquées en matière de délégation de pouvoirs, nous poursuivons notre réflexion. Je dois rappeler que la coordination programmatique ne relève pas des attributions actuelles de BFC, dont certains services sont en réalité déjà assurés par d'autres départements. Les services de sécurité, par exemple, sont pris en charge par deux autres secteurs de notre Organisation : le Bureau de la gestion des ressources humaines (HRM) et le Secteur de la gestion des services de soutien (MSS). Je crois qu'il faut éviter de multiplier les couches administratives et revoir la coordination des programmes, ce à quoi nous travaillons actuellement avec les bureaux hors Siège et les différents services concernés. Le plus important selon moi, c'est de conférer plus de responsabilités aux unités hors Siège, d'alléger la bureaucratie et d'encourager l'initiative. C'est aujourd'hui que nous définissons les modalités concrètes de cette délégation de pouvoirs, qui s'inscrit dans le droit fil des recommandations issues de l'Évaluation externe indépendante de l'UNESCO. Une fois ce travail achevé, je vous informerai de toutes les mesures que nous aurons prises et de nos propositions concernant les axes de travail futurs. Pour répondre à la question très concrète de l'Équateur, je tiens à dire que le recrutement du nouveau directeur du Bureau de Quito, qui fait partie de nos priorités, est en cours.

22.10 S'agissant toujours de la restructuration du Secrétariat, le distingué représentant du Japon a souhaité connaître les principes d'une éventuelle réforme du Secteur des relations extérieures et de l'information du public. J'y reviendrai dans le cadre du point relatif à

l'application de l'article 59 et me contenterai ici de dire que ces principes sont au nombre de deux : alléger les services centraux et renforcer les programmes. J'espère qu'il en résultera un secteur simplifié, plus rationnel, avec deux divisions et des lignes de responsabilité claires.

22.11 Du fait des regroupements, différentes entités et unités ont été affaiblies au cours des 18 mois écoulés par le départ de fonctionnaires non remplacés ; dans certains cas, elles étaient à peine viables. L'objectif est de rationaliser le Secrétariat et de fournir des services de meilleure qualité aux États membres, en évitant toute dispersion administrative. Ainsi, des économies seront réalisées, sur le plan des ressources financières comme du temps consacré par le personnel à la coordination des différents programmes. C'est d'ailleurs la logique qui préside aussi à la création du centre pour les transformations sociales et le dialogue interculturel. Que l'Équateur, qui s'inquiète d'une centralisation excessive, soit rassuré. En regroupant des activités de programme aujourd'hui dispersées au sein de l'Organisation, nous pourrions mieux traiter les problématiques qui sont, à mon avis, intrinsèquement liées. Je remercie toutes les délégations qui ont exprimé leur soutien à cette proposition novatrice ou en ont perçu la valeur ajoutée. Je suis totalement convaincue que nous pourrions ainsi travailler de manière plus opérationnelle, renforcer notre soutien au Programme Gestion des transformations sociales (MOST), innover, anticiper, lancer des idées nouvelles, faire le lien entre des sociétés culturellement diverses et travailler en coordination avec les autres secteurs. Nous pourrions aussi donner plus de visibilité à cette dimension tellement importante de notre Organisation.

22.12 Plusieurs États se sont exprimés au sujet de la priorité globale Afrique. Peut-être demanderai-je plus tard à Mme Lalla Ben Barka, Sous-Directrice générale pour l'Afrique, de répondre à certaines de vos inquiétudes. Mais permettez-moi de rappeler que l'élaboration de la Stratégie opérationnelle en la matière a bénéficié depuis 2012 de larges consultations avec la quasi-totalité des États membres, et non pas seulement les pays africains. Le groupe Afrique avait accepté de créer à cette fin un comité ad hoc présidé par S. E. Mme l'Ambassadeur du Nigéria, que je remercie pour ses paroles de soutien et d'encouragement. Une réunion conjointe entre le Département Afrique, l'ensemble des secteurs et le Groupe Afrique visant à s'assurer que les programmes phares prenaient en compte les préoccupations de ce dernier s'est tenue le 6 mars dernier. Certains d'entre vous, tels que le Gabon ou le Zimbabwe, se sont enquis des allocations de fonds pour ces programmes. Je répondrai que, dans chaque secteur, un pourcentage des fonds alloués est réservé à la priorité Afrique. En effet, je suis depuis toujours profondément convaincue que nous ne pouvons travailler de manière sérieuse si chaque secteur n'est pas impliqué dans la mise en œuvre des projets relatifs à la priorité Afrique. Du reste, j'ai la même conviction pour la priorité globale Égalité des genres. Cela étant, nous avons pris bonne note de vos préoccupations concernant le suivi de la Stratégie opérationnelle pour la priorité Afrique et la mise en œuvre des programmes phares proposés. Un tel suivi fait partie intégrante du rapport sur l'exécution du programme. Il pourra naturellement être assuré par des consultations régulières entre les États membres et le Secrétariat tout au long de la mise en œuvre. Je pense qu'il faut définir ce mécanisme de consultation avec soin, parce que c'est la meilleure garantie que nous aurons d'être sur la bonne voie.

22.13 La même logique s'applique au renforcement de la mise en œuvre de la priorité Égalité des genres, comme l'ont clairement indiqué la Fédération de Russie et d'autres pays. Nous avons tiré d'importants enseignements de l'expérience de ces cinq dernières années et de l'évaluation récente de cette priorité. Nous avons déjà lancé le processus d'élaboration d'un nouveau plan d'action complètement aligné sur le C/4 et le C/5, qui sera soumis au Conseil à sa prochaine session. Il n'était pas possible de le présenter plus tôt, comme nous l'avons fait pour la priorité Afrique, parce que l'évaluation a été entreprise de manière plus tardive. Par ailleurs, j'ai pris bonne note des remarques exprimées par le Royaume-Uni et le Danemark : nous devons en effet améliorer les capacités des ressources humaines existantes dans les secteurs de programme et les bureaux extérieurs.

22.14 C'est toujours le principe de mise en œuvre qui guide notre travail relatif aux conventions culturelles qui, elles aussi, traversent une phase difficile. Aussi je tiens à rassurer le représentant du Kenya et tous les États membres qui ont comme lui souligné les difficultés des secrétariats des conventions. Nous atteignons les limites du système, qui n'est pas viable à long terme. Je suis prête à faire des propositions fortes aux organes directeurs en vue d'alléger le poids budgétaire des mécanismes purement statutaires. Cela suppose que les États parties acceptent eux-mêmes le changement. Si tout le monde convient que l'assistance technique, le renforcement des capacités et le conseil sur les politiques sont notre priorité, le financement des conventions doit être suffisant, prévisible, et destiné en priorité aux activités sur le terrain. L'élaboration du C/4 et du C/5 est l'occasion unique de réfléchir à des solutions novatrices, et c'est, je crois, le moment ou jamais.

22.15 Je dois aussi rassurer ceux qui estiment qu'il est important que les États parties, les comités et le Secrétariat s'efforcent de mieux équilibrer les listes du patrimoine mondial, notamment du patrimoine immatériel. Grâce aux nombreux efforts faits par le Centre du patrimoine mondial et le Secteur de la culture, nous devrions pouvoir présenter à la prochaine session du Comité du patrimoine mondial six propositions d'inscription émanant de pays d'Afrique. Nous sommes en bonne voie pour ce qui est de renforcer les capacités de ces pays grâce aux mesures particulières qui ont été déployées, strictement dans le domaine de la formation et des inventaires, pour leur permettre de soumettre des candidatures.

22.16 Les solutions novatrices dont j'ai parlé et que vous avez également évoquées existent. J'en veux pour preuve l'appel de Mme la représentante du Brésil à mieux intégrer les travaux relatifs aux Conventions de 2003 et de 2005. Cet appel nous ramène à l'un des principes fondateurs de l'UNESCO : la culture est un tout, et « *tout se tient* », comme l'a souligné aussi le distingué représentant d'Haïti. Je crois qu'une synergie accrue entre ces conventions, qui respecte, bien évidemment, leurs champs d'action spécifiques, ne pourra que renforcer l'efficacité du socle normatif dans le domaine de la culture. C'est évident pour les Conventions de 1972 et de 1954 et les Conventions de 1970 ou de 2001. Il en est de même de la Convention de 2003, qui jette des ponts avec les autres conventions liées au patrimoine, et la Convention de 2005 sur la protection et la promotion de la diversité des expressions culturelles, pour le dialogue et le développement. Permettez-moi à cette occasion de remercier les États membres qui apportent leur contribution aux fonds respectifs des conventions. Ces

fonds – comme l'a souligné le Monténégro au sujet du Fonds international pour la diversité culturelle – sont indispensables à la mise en œuvre de ces instruments.

22.17 Le Programme Mémoire du monde nous offre un parfait exemple du rôle de la culture et du patrimoine. Je tiens à remercier les délégations qui ont exprimé leur souhait de renforcer ce programme grâce à de meilleures synergies entre la communication et l'information, d'une part, et la culture, d'autre part : le Mexique, le Monténégro, la Gambie et bien d'autres. Le Programme Mémoire du monde est un programme important, un programme essentiel, un programme pertinent. Je remercie tout particulièrement la Pologne, qui a organisé le 20^e anniversaire du lancement de ce programme et qui continue avec ferveur de mobiliser tous les États membres autour de l'idée que c'est un programme phare de l'UNESCO. Il faut renforcer ce troisième axe de notre action dans le domaine du patrimoine. J'ai la ferme intention de veiller à ce que ce programme ait les moyens de garantir l'efficacité de notre action en faveur de la sauvegarde du patrimoine culturel numérique et documentaire. C'est exactement le sens de la remarque du distingué représentant de l'Ouzbékistan, qui a cité les termes mêmes du Plan d'action pour le renforcement du Programme Mémoire du monde, adopté lors de l'importante réunion tenue à Varsovie, lequel appelle expressément « à rechercher des synergies avec les programmes du patrimoine mondial et du patrimoine immatériel de l'UNESCO en mettant l'accent sur la valeur et l'authentification qu'apporte le patrimoine documentaire, ainsi que sur les points communs entre les trois programmes » (document 191 EX/11 Partie I). L'enjeu, et je suis d'accord en cela avec les pays du Groupe de l'Amérique latine et des Caraïbes (GRULAC), est de faire en sorte que ce programme ait les moyens de ses ambitions – et ce n'est pas en étant isolés que nous y parviendrons. Le patrimoine documentaire fait partie intégrante du patrimoine culturel, comme le montre à l'évidence la situation au Mali. Les professionnels chargés du patrimoine au sein des ministères ne font pas de distinction entre le patrimoine documentaire, le patrimoine archéologique, le patrimoine mobilier et les objets conservés dans les musées. Je suis sûre que c'est le cas du ministère de la culture de chacun de vos pays. C'est en leur offrant ici une vision complète de la culture, dans ses dimensions matérielle, immatérielle et documentaire, que nous pourrons mieux travailler avec nos homologues.

22.18 La mise en œuvre, c'est également ce qui guide notre travail de renforcement de la Convention de 1970 concernant les mesures à prendre pour interdire et empêcher l'importation, l'exportation et le transfert de propriété illicites des biens culturels, comme l'ont rappelé le Pérou, le Mexique, l'Inde, l'Égypte, l'Équateur, l'Italie, le GRULAC en général et bien d'autres. C'est pourquoi j'ai répondu au souhait des États parties à la Convention de 1970 d'organiser, du 1^{er} au 4 juillet prochains, une réunion extraordinaire des États parties à cette convention, qui sera suivie de la première réunion du Comité subsidiaire. La décision des États parties envisageait d'organiser cette réunion extraordinaire en 2014. Mais ma conviction profonde est que l'urgence de la situation actuelle nous presse d'agir maintenant, et je vous remercie d'avoir soutenu ma proposition. Le Comité subsidiaire sera notamment chargé d'examiner le projet de mise en œuvre renforcé de la Convention de 1970 afin de faciliter son application au niveau national. Je renouvelle mon appel aux États parties afin qu'ils contribuent au financement des deux réunions, dont le coût total s'élève à 150 000 dollars.

22.19 La République de Corée, la Chine et la Belgique ont souligné l'importance d'intégrer la culture dans l'agenda de l'après-2015, et je salue le distingué représentant d'Haïti, qui « mise beaucoup sur le dynamisme du secteur des industries culturelles pour assurer le progrès social ». Vous traduisez parfaitement ma pensée. En effet, 2013 est une année charnière pour définir l'agenda post-2015. Je suis convaincue que les activités organisées par l'UNESCO et ses partenaires en 2013 vont servir notre plaidoyer : Hangzhou, l'Assemblée générale des Nations Unies, l'Examen ministériel annuel de l'ECOSOC, le Forum mondial sur la culture dans le développement à Bali, ainsi que l'élaboration du Rapport mondial sur l'économie créative. Ces activités doivent déboucher sur des décisions politiques claires, et le soutien des États membres est vital à cet égard. Et je suis d'accord avec l'Équateur sur l'importance des outils permettant de mieux intégrer la culture dans les politiques et programmes de développement, d'un point de vue tant qualitatif que quantitatif. Beaucoup a été fait ces dernières années dans ce domaine, sur la base des enseignements tirés de la mise en œuvre des 18 programmes conjoints pour la culture et le développement, financés par les fonds de l'Espagne – envers qui notre gratitude est immense. J'ai déjà parlé hier de l'outil de gestion des connaissances, qui vous sera présenté en détail par le Sous-Directeur général pour la culture le 25 avril, en marge de vos travaux.

22.20 Je tiens à remercier l'Angola pour son soutien à la poursuite du projet d'utilisation pédagogique de l'Histoire générale de l'Afrique et le Brésil pour son engagement en faveur du projet La route de l'esclave. Aujourd'hui, nous avons eu le très grand honneur d'écouter la distinguée Présidente du Comité scientifique de ce projet. Je salue aussi M. Bhebe, représentant du Zimbabwe, pour son vigoureux engagement en faveur de la mise en œuvre de ces deux projets phares de l'UNESCO. La Décennie des Nations Unies pour les personnes d'ascendance africaine (2013-2022) est l'occasion d'intensifier cette action. C'est pourquoi j'ai décidé de renforcer le projet d'utilisation pédagogique de l'Histoire générale de l'Afrique à travers notre coopération stratégique avec l'Union africaine. Dans le même esprit, je propose de créer des pôles régionaux plus solides afin d'augmenter la portée et l'impact du projet La route de l'esclave dont nous avons parlé aujourd'hui.

22.21 C'est à son action sur le terrain que l'on reconnaît aussi la crédibilité de l'UNESCO. Et je remercie l'Autriche, l'Italie, le Ghana, la France, le Nigéria, le Pakistan et les nombreux autres pays qui ont évoqué notre action sur le terrain. Beaucoup parmi vous ont souligné l'importance de l'action de l'UNESCO au Mali, pour la préservation du patrimoine et des manuscrits. Je remercie le Mali pour ses mots chaleureux à notre égard, et salue l'action déterminante de la France. L'UNESCO s'honore de ce que le Président français, M. François Hollande, reçoive le Prix Felix Houphouët-Boigny pour la recherche de la paix. Et je salue encore une fois, Monsieur l'Ambassadeur, l'action courageuse de la France, qui a répondu à l'appel d'urgence du Mali. Au Mali, je l'ai vu moi-même, environ 4 000 manuscrits de l'Institut Ahmed Baba ont été brûlés sur le site du patrimoine mondial de Tombouctou et près de 40 000 manuscrits ont été mis en sûreté à Bamako. La sauvegarde de ces manuscrits est au cœur du plan d'action pour la réhabilitation et la sauvegarde du patrimoine culturel du Mali établi à l'issue de la réunion internationale d'experts qui a été organisée. Et je vous félicite Monsieur l'Ambassadeur pour les paroles fortes que vous avez prononcées aujourd'hui en disant

qu'attaquer la culture, c'est attaquer l'identité des peuples. C'est pourquoi je remercie la Norvège, l'Afrique du Sud, le Luxembourg, la Croatie, la France et les nombreux autres États membres qui ont déjà versé leur contribution au Fonds que nous avons établi.

22.22 Mesdames, Messieurs, notre action au Mali n'est pas guidée par un quelconque souci de « visibilité » – même si la visibilité est évidemment une condition nécessaire pour diffuser notre message et nous faire entendre. Quiconque a déjà essayé d'exister dans les médias sait combien c'est difficile. Mais mon objectif, mon seul objectif, c'est la crédibilité de l'UNESCO, sa présence sur le terrain, jusque dans les poches des soldats et des acteurs humanitaires. Notre crédibilité et notre visibilité, c'est le passeport du patrimoine malien que possèdent déjà 8 000 soldats et militants humanitaires au Mali. Pour protéger le patrimoine de ce pays, il nous faut aussi mobiliser nos partenaires les pays frontaliers afin de lutter contre le trafic illicite. Sans visibilité ni crédibilité, il est vain de lutter contre le trafic illicite des biens culturels, que beaucoup d'entre vous ont évoqué aujourd'hui. Convaincus de notre responsabilité, nous préparons d'ores et déjà de nombreuses missions d'évaluation avec les autorités maliennes, et la mise en œuvre de ces programmes va se poursuivre. En effet, dans deux jours, un expert de l'UNESCO se rendra à Bamako pour assurer, avec le Gouvernement malien, l'exécution de ces missions. Mais pour être crédible, il nous faut des moyens, du personnel qualifié, des compétences, et je souhaite renouveler mon appel aux États et aux fondations partenaires, pour qu'ils soutiennent l'action de l'UNESCO au Mali.

22.23 Je partage la préoccupation de la Fédération de Russie concernant les dommages causés au patrimoine syrien. J'ai alerté plusieurs fois la communauté internationale sur les destructions du souk d'Alep et sur les risques qui pèsent sur le site du Crac des Chevaliers. Je répète le message fort exprimé par la France et d'autres délégations qui, je crois, est très pertinent aussi quand on parle de la Syrie : attaquer la culture, c'est attaquer les identités et les peuples. Les informations qui nous parviennent de la Syrie sont alarmantes et dépassent ce qu'il est possible d'exprimer, concernant notamment les risques de trafic illicite des biens culturels. Nous avons alerté nos partenaires d'Interpol et de l'Organisation mondiale des douanes, ainsi que les États frontaliers, à ce sujet. Nous avons organisé, en février dernier, un atelier opérationnel au sein de notre Bureau à Amman (Jordanie), avec les spécialistes du patrimoine syrien qui nous ont appelés à l'aide et qui comptent sur nous. À travers nos Bureaux de Beyrouth et d'Amman, nous suivons de près la situation, malgré l'impossibilité d'envoyer des missions sur place.

22.24 Permettez-moi de saluer le soutien apporté par la Chine au Réseau de villes créatives, qui dépend aujourd'hui entièrement de fonds extrabudgétaires. L'UNESCO élabore, en partenariat avec les 34 villes membres du Réseau, un mécanisme de gouvernance susceptible d'assurer la pérennité et l'impact à long terme du programme. La conférence qui se tiendra à Beijing au mois d'octobre permettra, j'en suis sûre, d'aboutir à un accord sur de nouvelles propositions, pour aller de l'avant.

22.25 En réponse à la question de l'Inde, je confirme que le 10^e anniversaire de la Convention de 2003 doit être l'occasion de réfléchir à la sauvegarde du patrimoine culturel immatériel et à l'avenir de cette convention qui suscite un nombre croissant de candidatures. Comme je

l'ai déjà dit plusieurs fois, la Convention ne doit pas être victime de son succès, et elle ne remplace pas les législations nationales, les programmes de sauvegarde au niveau local. Nous arrivons aujourd'hui à la saturation du système, et le secrétariat est totalement submergé par les candidatures qui lui sont adressées pour examen. Il est urgent de rééquilibrer le travail en faveur du soutien technique aux États membres, qui est aujourd'hui compromis. Et c'est à ce niveau, celui du soutien technique et de l'assistance aux États qui en ont le plus besoin, que se joue la crédibilité de l'UNESCO. C'est notamment l'un des objectifs du Programme de participation. En réponse aux questions soulevées par la Slovaquie, l'Ouzbékistan et le Bélarus, je voudrais souligner que le taux de dépenses du programme avoisine aujourd'hui les 80 %, et que nous espérons atteindre 100 % en mai, c'est-à-dire six mois plus tôt qu'au cours de l'exercice biennal précédent. Je rappelle que, pour examiner les nouvelles demandes, nous avons impérativement besoin des rapports d'évaluation – or, nous continuons d'en recevoir plus de 11 mois après la date limite, fixée au 30 avril 2012. En tout état de cause, il sera très difficile, dans les circonstances actuelles, de maintenir le budget du Programme de participation au niveau de 18 millions de dollars qui était le sien dans le 36 C/5. Mais, bien évidemment, c'est à vous, États membres, d'en discuter et d'en décider.

(La Directrice générale poursuit en anglais)

22.26 Ladies and gentlemen, let me turn to specific questions raised about UNESCO's work and proposed directions. I would like to return in more detail to the proposed centre for social transformations and intercultural dialogue, which I touched on briefly in my opening remarks regarding new ideas and innovations. I am very grateful to all of you: those who doubt the necessity of the centre and those who support it alike. I am thankful to those who put forward questions. I know that it is very difficult for new ideas to be taken on board immediately. I acknowledge that I could not present the concept note to you as early as I had promised. This is precisely because I was discussing it with different countries and different groupings, the Secretariat and the scientific community, in order to develop some workable ideas that I could present to you. I see this is a very rewarding experience. In all cases we will continue this dialogue. Such a decision cannot be taken in a hurry. I see a lot of good new ideas that have come up during these discussions and we can take them on board and move forward. I promise you that we will continue to discuss this so that we may come up with a solid, coherent and practical proposal, in order to move forward with what UNESCO delivers in public policy debate. I consider this to be the nexus between what we do in practical terms; the foresight, anticipation and formulation of public policies in this area is extremely important.

22.27 I am determined to avoid any duplication. I think that some of you raised concerns about duplication. I am determined to avoid any duplication. The reform that I have been proposing these past three years and some months aims precisely to avoid duplication and redundancy in the Secretariat and in our work. That is why we need to refine this proposal. I particularly want to thank some of you who have been encouraging me to continue this, such as Egypt, Algeria, Mexico and Peru. So many of you have seen merit in this proposal, seeing it as an example of innovation, interdisciplinarity and focus. This is about joining the dots and not creating any new bureaucratic layers. The idea is not to centralize our work

here and focus only on Headquarters activity, but precisely the contrary: to support action at the national level, including institutional and human capacity-building, which is one of the reasons for creating the centre.

22.28 I would like to turn to the other aspects about why I think that the nexus between social inclusion and intercultural dialogue is important. Living in such diverse societies, the issue is about social inclusion, diversity and reaching out to the marginalized. It is about how, out of diverse cities, urban circumstances, environments and multilingual societies, we do not make it a reason for social exclusion, but a force for dynamism of societies, like we see today in Indonesia. I always give the example, Dr Rachman, of Indonesia, because Indonesia, with all its diversity, could make it a source of economic growth and social inclusion, including through the work in culture. That is why it is not by chance that you are organizing a forum on culture and development later this year, showcasing how important cultural diversity is for social inclusion and economic growth. We must use these good practices and good ideas in public policies in order to spread the message.

22.29 The point raised by the representative of Kazakhstan was very pertinent also, as we begin the International Decade for the Rapprochement of Cultures (2013-2022). I would like to thank Kazakhstan wholeheartedly for yesterday evening's initiative, launching the International Decade with a wonderful concert that uplifted our spirits. UNESCO has been designated as the lead agency for the Decade, which coincides, ladies and gentlemen, with our Medium-Term Strategy. Is it not the right time now? We must lead the United Nations in the rapprochement of cultures. We would be making a big mistake if we missed this opportunity to adapt our strategy and the way we work here in the Secretariat to give visibility and prominence to this work and to accompany the United Nations and the whole international community in this International Decade. I believe that by establishing this centre we will have the right focal point here in order to be a partner to so many of these wonderful initiatives.

22.30 We were talking also about the important initiative launched by Austria and Saudi Arabia of establishing a centre for interreligious and intercultural dialogue. We need to be better equipped in order to respond and work for the betterment of our societies. Intercultural dialogue is not only about having high-level meetings, although they are important too. It is about everyday work in our societies and how to combine social inclusion in talking to the societies. This is one of the main challenges of the 21st century which is under enormous pressure from globalization. By joining the dots we will be raising the flag on the key question that is confronting societies all across the world.

22.31 Ladies and gentlemen, I do apologize for taking so much time, but I consider it important that I clarify certain points. I am ready to continue this dialogue in the spirit of openness and listening to your ideas so that we may find innovative solutions and strengthen UNESCO's capacity to deliver.

22.32 Allow me to turn to education. I am grateful to all of you for the different ideas expressed during the important debate that we held yesterday and today. It is imperative that we accelerate our work in education for all (EFA) and the "big push" towards 2015. Before responding to your very concrete questions, allow me to share with you the important debates in which I participated during

the United Nations System Chief Executives Board for Coordination (CEB) meeting in Madrid a week ago. We had two important debates. One debate was on 2015, the MDGs, how we should prepare for the next high-level meeting in New York and what we can do to accelerate the implementation of the MDGs by 2015. The second debate was about the post-2015 agenda. These are closely linked debates. I would like to share with you what I said during this meeting. First, I said that we have unfinished business and that in spite of the importance of the debate about the post-2015 agenda, first and foremost we should not lose sight of the importance of implementing, to the maximum extent possible, the 2015 Millennium Development Goals. In this particular case I spoke about education and EFA. We also participated for the first time during the Chief Executives Board meeting in the debate on the MDG Acceleration Framework. We invited three resident coordinators, from Tanzania, Niger and Ghana. We had an extremely interesting debate, each from our own perspective, to see how we can use the Acceleration Framework to achieve the maximum results.

22.33 From UNESCO's perspective, some of you are acquainted with our own efforts in this "big push". We have identified the countries and projects that we want to move forward in this very important area. Later I can give the floor to the Assistant Director-General for Education should you wish him to give you more specific examples of all the different actions we have taken. We have tried to mobilize more extrabudgetary resources. We are helping countries with their own accountability frameworks. We are strengthening our cooperation with the other agencies.

22.34 Tomorrow afternoon I am leaving for Washington to attend a meeting at the World Bank on 18 April, under the auspices of Mr Jim Yong Kim, President of the World Bank, and Mr Ban Ki-moon, United Nations Secretary-General, on the MDG Acceleration Framework. There will be various meetings and I will participate in the meeting of the Ministers of Finance and of Education from some of the countries that are lagging behind. We are hoping that after this meeting we will come up with a very precise idea of how to get financial resources and technical expertise to some of these countries in order to unlock the maximum potential, working with governments in the run-up to 2015. There are, of course, success stories and it is important that we showcase these success stories. At the same time, there is unfinished business in the area of literacy. This work is almost finished, but it remains to be seen what the follow-up to the United Nations Literacy Decade (2003-2012) is, and how we can sharpen our focus on literacy and continue working in this particular area, because although in many countries we see progress and the good results of frameworks for action, such as the E-9 countries, we still think that in the area of literacy and literacy for women and girls there is definitely unfinished business.

22.35 We must work more on gender parity and the drop-out rate in primary education, as shown in the *EFA Global Monitoring Report*. There are financial gaps and we are alarmed that development aid for education is falling. I am grateful to the representative of Pakistan for raising the issue today, and I cite once again the figures of the funding gap, which has increased from \$16 million to \$26 million. These figures come from our *EFA Global Monitoring Report* team. They are alarming trends that must be tackled and we must tap additional resources, both national and international, in order to bridge this gap.

22.36 I would like to reassure you that in terms of following up on EFA, we have the same commitment and responsibility as previously. Of course, the United Nations Secretary-General's new Global Education First Initiative (GEFI) is helping a lot in this process. I am very happy to report that in late December, the Secretary-General conferred to us the responsibility of coordinating and leading GEFI. This was an important event, not simply from the point of view of UNESCO's visibility, but also because UNESCO is the only Organization that can join the dots between EFA and GEFI. It is not about technical coordination among the agencies. It is about political, conceptual, and strategic coordination and leadership of these two initiatives and I am happy that UNESCO has been conferred this responsibility.

22.37 Regarding unfinished business, girls' education is definitely one of the areas that I am committed to and will continue to work on with the same dedication as previously. I wish to thank Pakistan's President Zardari for the high-level event organized here. I am grateful to all delegations who mentioned this. I am also grateful to Pakistan for initiating the establishment of this fund and continuing, with steady conviction, the work that needs to be undertaken in girls' education. I appeal to other countries to support this important activity and the Malala Fund for Girls' Education, because the task is immense and extremely noble. It touches upon some basic convictions and values that we have in this Organization. I would be grateful if other countries could also come on board and support the Malala Fund and this important activity of UNESCO.

22.38 We are stepping up our work with the other agencies. Some of you, such as the delegate of Haiti, mentioned also the "Nourishing Bodies, Nourishing Minds" joint initiative with the United Nations World Food Programme (WFP) and UNICEF, which is in the early stages. In fact my colleague Ertharin Cousin, Executive Director of WFP, will be here at UNESCO next week. She is coming for other meetings at the Organisation for Economic Co-operation and Development (OECD). Our two teams are working together to identify some pilot countries so that we may formulate very concrete projects that will be developed in the future.

22.39 The Africa group and the Latin America and Caribbean group (GRULAC) also underlined the importance of UNESCO's work in higher education. You have seen also in document 37 C/5 that it is one of the priorities. We have strong expertise to deliver results here. We will focus on three areas: the internationalization of higher education – a global convention on higher education has been proposed to the Executive Board for consideration; open educational resources to expand provision of higher education; and the development of higher education policies, especially in developing countries.

22.40 Let me mention specifically the UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC) that the Ambassador of the Bolivarian Republic of Venezuela also mentioned. We are intent on working together to strengthen IESALC and refocus its programme on two areas: internationalization of higher education, and knowledge production and management. I would like to thank the host country for its generous support to IESALC: I hope you will continue supporting it. I also thank Cuba for offering to second an expert to the Institute and I take this

opportunity to appeal to other countries to provide support, be it in Latin America or outside this region.

22.41 In reply to the point on teachers raised by the Ambassador of Djibouti on behalf of the Africa group, let me say that our strategy reflects a holistic approach and that teachers, literacy and technical vocational education and training in higher education are given priority in our 37 C/5 document. In Africa, specifically, our strategy focuses on capacity development of teacher education and training institutions, promoting better access and quality education through the use of technology, improving teacher policies and reinforcing school leadership. Expectations are high and we shall support countries, particularly in sub-Saharan Africa, to develop national capacities to increase the number of qualified teachers. This is also one of the key conditions and elements in our strategy to accelerate progress towards EFA.

22.42 I welcome the points raised by the representatives of China, Thailand, Kenya and others on the impact of technology on education. I saw during my recent visit to Thailand the efforts being put into developing ICTs and the important role they play in education. I have seen in other countries, too, such as Uruguay and India, that this is an extraordinary tool for supporting quality and inclusive education policies. In this respect, let me thank Member States for their support to UNESCO's work on open educational resources (OER) – namely, in the framework of the Paris Declaration, agreed during the World OER Congress in June last year.

22.43 On 26 and 27 March 2013, we held the launch of the project on "Implementing the Paris OER Declaration", which was financed by one of our private partners, the Hewlett Foundation. This brought together representatives from Bahrain, Indonesia, Kenya and Oman with experts and development specialists, and it was a very gratifying experience to see how we can develop national open educational resources in order to move closer to our Member States. So I think our position is very clear. These technologies can widen access to learning and increase its quality, provided that they are integrated into national education systems.

22.44 I take good note of the support of many Member States to education for sustainable development. I thank especially the Government of Japan, with which we are preparing the 2014 Conference on Education for Sustainable Development that will close the United Nations Decade on Sustainable Development. This conference will take stock of the outcomes of the Decade and look forward to a new global agenda. I see education for sustainable development as a major contribution to shaping the post-2015 development agenda. I think it also touches on another ambition of the post-2015 goals. It touches on their universality and their cross-cutting importance in between the different goals. Education for sustainable development is precisely such a challenge.

22.45 We need the support of all Member States to promote a holistic vision of education. This is also linked to the notion of fostering global citizenship, which is a pivotal role. I thank Dr Karan Singh, the representative of India, who mentioned the pivotal role of this notion in the work of the Mahatma Gandhi Institute. We count on the very solid new ideas that will be coming also from there.

22.46 We have another very vibrant category 2 centre, the Asia-Pacific Centre of Education for International Understanding (APCEIU), based in Seoul. I discussed this issue today also with the Director of the Institute, who has

extremely solid expertise in bringing the new notion about culture of peace to training and exchange programmes to teachers. I am particularly grateful to this category 2 centre in Seoul because it responded to my appeal, following my visit to Myanmar last year, to come to the rescue and help Myanmar with its complicated transition. I was informed this morning that APCEIU is organizing a capacity-building workshop for educators in Myanmar to strengthen their competence for peace-building and learning to live together. This synergy is precisely what UNESCO is all about.

22.47 GEFI and EFA are intimately linked. I would like to dispel some of the doubts expressed by many countries, such as Nigeria, Malawi, Ethiopia and Namibia. We are focusing our action on EFA and we see GEFI as a global advocacy initiative and an opportunity to accelerate work on EFA by raising the flag of education very high in the global political agenda. That is why I think that GEFI is not a parallel effort. It does not duplicate our work; on the contrary, it is a multiplier and an accelerator that is guided by our comprehensive vision.

22.48 I would like to clarify one point that was raised by some delegates about the Group of Champion Countries. In fact, the reply to the question raised by the delegate of Djibouti on behalf of the Africa group was partially given by Tunisia this morning, because Tunisia is one of our Champion Countries and is very strongly involved in this area. When launching GEFI, the Secretary-General, not UNESCO, invited a group of 10 Member States, two from each of the five United Nations regions, to serve as Champion Countries. These were South Africa, Tunisia, Bangladesh, China, Croatia, Russia, Brazil, Guyana, Australia, Denmark and, most recently, following the explicit request of the President of Benin – in his capacity at that time as President of the African Union – Benin. The understanding of the Secretary-General is that these Champion Countries will catalyse strong political and financial support for education, either by leading by example or by advocating for GEFI. Two champion countries chosen by the group on a rotational basis are represented in Steering Committee meetings. Later this week, on Thursday, we will have a Steering Committee meeting in Washington preceding the meeting on education, chaired by the Secretary-General where Australia and Bangladesh will participate as observers. The work of the Champions will be reported to each Steering Committee meeting and the Secretariat will accompany these countries in developing annual work plans. The main task of the second High-Level Steering Committee on Thursday will be to decide on an action framework for 2013, and the focus falls on three areas: rallying to accelerate movement towards the 2015 goals; raising education's profile on the international agenda, particularly now, in the very important work on the post-2015 agenda; and unlocking new resources through sustained, evidence-based advocacy.

22.49 Many of you have raised questions on the post-2015 agenda. As you know, UNESCO and UNICEF have been co-leading the thematic consultation on education for the post-2015 development agenda, with both online consultations and a global consultation held in Dakar on 18 and 19 March 2013. The consultations were also co-led by Canada and Senegal on behalf of the Member States in New York. It is very encouraging that the participants in Dakar proposed, and I quote, "*equitable quality lifelong education and learning for all*" as an overarching education goal for the post-2015 agenda. I urge Member States take up this idea in their deliberations in New York,

because following the inter-agency coordination it will be in the Member States' hands. I therefore urge you to work closely with your colleagues in New York so that the same ideas that we are sharing here appear also in New York during the respective consultations. Over the last six months, UNESCO has organized four regional EFA meetings, in Africa, Asia-Pacific, Latin America and the Arab region, all addressing the post-2015 agenda. We are preparing guidelines to assist countries to undertake EFA national assessment.

22.50 Drawing on two landmark UNESCO publications, *Learning to Be* (1972) – the Faure report – and *Learning, the Treasure Within* (1996) – the Delors report – UNESCO has launched a process to rethink education in the light of global transformations. We are working this year towards a document that will map out further dialogue, action and research on learning in a changing world. I began my speech with a focus on new big ideas, and I am looking at Dr Karen Singh, who was part of this process of elaboration of ideas – big ideas, transformative ideas – that can change the world. This is one of the most rewarding exercises that UNESCO and our expert community have been engaged in.

22.51 Let me turn now to some of UNESCO's action in the sciences. I thank delegations for their strong support to the Intergovernmental Oceanographic Commission (IOC), despite a very challenging situation. I share your concerns and I am also deeply disturbed by an emerging trend weakening the impact of IOC. We are, however, still making a vital contribution to our global leadership in this area, through the Ocean Compact initiative launched by Mr Ban Ki-moon, United Nations Secretary-General, and through our tsunami warning success stories, our reinforced commitment to Priority Africa and our ability to develop new initiatives like the Global Ocean Science Report. A number of delegations highlighted the success of the Tsunami Exercise, "CARIBE WAVE 2013 and LANTEX 2013" – the second regional exercise involving 30 Member States and 15 of the territories in the Caribbean and Adjacent Regions held in March 2013. I see this as UNESCO in action, strengthening the resilience of societies through cooperation. I particularly wish to thank Brazil and Kenya for their support to IOC. I am also grateful to Belgium and the Government of Flanders for their longstanding and substantial support to the International Oceanographic Data and Information Exchange (IODE) programme in Oostende, which continues to play a vital role in this area. The challenge now will be to balance between maintaining ongoing operational activities and ensuring the implementation of IOC's core mandate in ocean science and transfer of marine technology – all the while strengthening UNESCO's role in ocean issues within the United Nations system. Member States have invested greatly in ocean science and ocean observing infrastructure, but we must ensure that IOC can accompany them. This is essential for our leadership and for the discipline of oceanography and marine sciences. That is why I am grateful to Kenya for its support to the IOC Sub-Commission for Africa and Adjacent Island States. I agree wholeheartedly with its importance. I hope that the example of the Global Ocean Observing Systems project in Brazil and other projects in Kenya and Belgium will be replicated by other countries. As you know, I allocated \$1.1 million from the Emergency Fund to IOC, which allowed the Commission to implement 58% of its planned programme, but still only 58%. So we really need to move very carefully on the way forward.

22.52 Sustainability science is another important issue and I thank the Ambassador of Japan for raising the issue. Sustainability science is a new approach to mobilizing the spectrum of sciences to address global challenges in a transdisciplinary way, linking UNESCO's work across all the sciences. I believe that a specific mention in strategic objective 6 of the role of social and human sciences in sustainability sciences would be consonant with the 37 C/4 proposals in this respect. We have been trying to make an alignment of the contribution, the same approach that you adopted in having sustainability sciences in both areas of natural science and human and social sciences. I am very grateful also for the conference that you organized on sustainability science and the International Symposium on Sustainability Science that UNESCO will co-organize with the United Nations University next September in Paris, to define action for pursuing the sustainability science agenda in the follow-up to Rio+20 and in the post-2015 agenda.

22.53 Many delegations, Viet Nam in particular, underlined the importance of the Programme on Man and the Biosphere (MAB). Provisions of more than \$10 million are earmarked for the MAB Programme in document 37 C/5, but we need very solid and predictable funding for the future in order to realize all our ambitions.

22.54 The representative of Spain also underlined the importance of the Geoparks, a concept that was created by six countries, among them Spain, and I look forward to the Executive Board's decision on how UNESCO can cooperate with the Global Geoparks Network. We take note of the gratitude expressed by the representative of Ghana to the Government of Spain and UNESCO for funding the rehabilitation of Lake Bosumtwé. This is a good example of how UNESCO catalyses bilateral cooperation in this important area. Just two days ago I discussed with the Ambassador of Germany their considerable contributions – not always passing through UNESCO, but supporting the same programme – and the way that UNESCO catalysed this contribution to the effective cooperation between three Central American countries, El Salvador, Honduras and Guatemala for the Trifinio biosphere reserve, a measure preserving biodiversity and promoting the cooperation between experts in these three countries, which is very strongly supported by Germany.

22.55 I am especially grateful to the representative of Egypt for underlining the importance of water, particularly regarding global climate change, energy and the necessity of international cooperation on water resources management. In this International Year of Water Cooperation that UNESCO is leading, I agree that water must remain a high priority. I can reassure you that we will continue to be committed to our programmes in this area, through our institutes and all areas of activities. I would like to mention an important event during International Water Day in The Hague with world leaders, such as Ellen Johnson Sirleaf, President of Liberia, and Willem-Alexander, Prince of Orange, and the expert community, emphasizing the importance of water in the post-2015 agenda. The Ambassador of the Russian Federation underlined the concept of water security and requested clarification. The concept of water security is another of the new and evolving ideas that I referred to in opening my speech today. UNESCO's International Hydrological Programme (IHP) has adopted a working definition that will contribute to the development of an internationally-agreed definition. This is once again about the leadership of UNESCO and IHP is undertaking extremely important

work in this area. UN-Water has already used this definition as a basis for a United Nations-wide definition, to promote debate and cooperation on water, including in the context of the post-2015 agenda.

22.56 The nexus between water security, energy security and food security is emerging as one of the underlying new sustainability goals. How these goals will be formulated is another matter, but working across links between development goals is emerging as one of the methods of working on the post-2015 agenda. There is growing consensus that a goal focusing on water security should provide an overall umbrella for freshwater in the post-2015 development agenda. This would place the "UNESCO water family", as we call it – because we have a broad network in the field of water with category 1 institutes, category 2 centres and UNESCO Chairs in many of the academic institutions – in an ideal position to respond to the needs of Member States.

22.57 Some of you also raised the issue of renewable energies. The work in the International Centre for Theoretical Physics and some of our category 2 centres, such as the International Sustainable Energy Development Centre in Moscow and the Regional Centre for Renewable Energy and Energy Efficiency in Marrakesh, are very important here. In June 2013, the Regional Centre for Renewable Energy and Energy Efficiency will hold a very interesting and important conference on sustainable development.

22.58 The representative of Djibouti, on behalf of the Africa group, called for greater support to African countries in capacity-building in the sciences. I agree that it is vital to promote all forms of cooperation, North-South and South-South cooperation, which is a new, strong way of working that is indeed emerging. In this respect, the UNESCO Engineering Initiative is developing innovative partnerships for strengthening engineering curricula in Africa, including with some of our partners, such as the World Federation of Engineering Organizations (WFEO), and private partners like Intel and Airbus. This Executive Board will consider two proposals for category 2 centres from China and Denmark in the same area. An expert seconded from South Africa is working on Africa's specific needs. We are working also with Germany on university/industry partnerships in engineering. WFEO would like UNESCO to work on the World Engineering Forum in Dubai next year, focusing on capacity-building. In addition, the International Gas Union has expressed its wish to collaborate on a capacity-building project for women engineers in Africa and the Arab States. These are just a few examples, not to mention the ongoing work that UNESCO is undertaking on science policies in more than 25 African countries. We also continue to cooperate with the African Development Bank and the African Union on the follow-up of the forum on science, new technologies and innovations that we organized in Nairobi in 2012, from which new initiatives will emerge.

22.59 I would like to thank the delegations of Austria, Denmark and Namibia, among others, for their strong support to UNESCO's leadership in the area of freedom of expression and media development and the United Nations Plan of Action on the Safety of Journalists and the Issue of Impunity. We will also continue to work with other United Nations agencies on the implementation of the United Nations Inter-Agency Plan of Action. The Pan-African Conference on Journalism Safety and Tackling Impunity held its own meeting in Addis Ababa last September and the second United Nations Inter-Agency

Meeting was organized in Vienna last November. The key task now is to implement the Plan of Action at the country level and I appeal to all Member States to provide the support this requires. I would like to thank all of you who have supported our project on the ground.

22.60 I also wish to thank all delegations for their support to UNESCO's leading role in the promotion and protection of freedom of expression, including online. Freedom of expression is at the heart of our mandate, especially now as we see the changing media landscape and the rise of new technologies - new challenges that call upon us to act with increased responsibility. UNESCO's position is clear – fundamental freedoms must apply equally in the real and into the digital worlds. That is why the theme for the 2013 World Press Freedom Day is "Safe to speak: securing freedom of expression in all media". I wish to take this opportunity once again to thank the Government of Costa Rica for supporting the celebrations of World Press Freedom Day that will occur in San Jose on 3 May. I would like also to thank the delegate of Tunisia for underscoring the importance of UNESCO's work in capacity-building for freedom of expression and media development. Let me also acknowledge the contribution of Norway, the Netherlands, Sweden, and the European Union to promoting the safety of journalists in Tunisia. The experience gained in media development in Tunisia can be shared with other Arab countries and also beyond.

22.61 The representative of Nigeria underlined the importance of the Global Forum for Partnerships in Media and Information Literacy and Intercultural Dialogue, which will be held in Abuja, Nigeria, in June 2013. Empowerment of people through media and information literacy is vital for fostering equitable access to information and knowledge and for promoting free independent and pluralistic media and information systems. I wish to thank the Government of Nigeria for hosting this forum, which is a very innovative partnership between UNESCO, the Government of Saudi Arabia, the Swedish International Development Agency, the United Nations Alliance of Civilizations and other stakeholders.

22.62 In response to the Czech Republic, I wish to underline the work of the Information for All Programme's (IFAP) working group on information ethics. The IFAP Special Session on Information Ethics and Internet Governance during the Internet Governance Forum (IGF) last November stressed the need to develop a human rights-based approach to the development of information systems, data protection, and digital preservation. The information ethics discussion during the WSIS+10 review meeting reiterated this need, and preparations are under way for the meeting on the ethical dimensions of the information society foreseen in Riga, Latvia, later this year.

22.63 I thank Papua New Guinea and Malawi, among others, for underlining the link between UNESCO's work on community radio and poverty eradication. I have seen how important this is in many countries, such as Taiwan, Timor-Leste and Burkina Faso. The UNESCO project "Empowering local radios with ICTs" is one of many examples of our work in this domain – building the capacity of 32 local radios in seven African countries through 2014, supported by the Swedish International Development Cooperation Agency. Our goal is to improve the lives of the poor, especially women and girls, by raising the quality of local radio programming and their ability to advance issues of local public concern.

22.64 Ladies and gentlemen, I am cognizant that I have not had the possibility to respond to every single question,

some of which were important, such as that raised by the representative of Pakistan on UNESCO's work in post-conflict and post-disaster countries (PCPD). It is true that in the way document 37 C/5 has been formulated, the \$2 million allocated for PCPD is mainly for staff. However, if you look at our other programmatic activities, this last biennium we have allocated more than \$200 million to support PCPD. Much of this comes from extrabudgetary resources. I am highly committed to strengthening UNESCO's capacity to act quickly in instances when our Member States face such ordeals. A few months ago at UNESCO headquarters we held a high-level retreat for United Nations agencies on an action plan for disaster risk reduction, where we discussed with the United Nations Secretary-General's Special Representative for Disaster Risk Reduction, Ms Margareta Wahlström, how UNESCO could integrate better into the United Nations system's response in such cases. I promoted the idea that we should not delink the communitarian phase and the development phase in such cases, in order to maintain the coherence of the policy of intervention in the field. UNESCO has very strong potential to intervene in PCPD through mobilizing resources, delivering important messages and catalysing work with other countries. We have ongoing projects for \$200 million in many different countries, including Pakistan, Afghanistan, Congo, Haiti, Iraq, Mali, Myanmar, South Sudan, Somalia and Palestine. In some of these PCPD countries our biggest projects, including education, are being held, such as our literacy project in Afghanistan, a country where we have already implemented projects for more than \$40 million. We are receiving the very generous support of Japan, with whom we are working on the third phase of this important literacy project. There are similar such projects in Iraq and other PCPD countries. As regards embedding these projects in the next budget, I must be frank with you: I do not envisage in the current financial framework a huge envelope from the regular budget for this area. We need to catalyse, we need good expertise, we need to enable our offices in the field and we need to have the confidence of donors and other international organizations of the United Nations system to respond to our demand for projects. There is the possibility and the need for us to strengthen our capacity.

22.65 As the representative of Kenya said yesterday, *"the 21st century presents us with new opportunities and challenges"*. UNESCO must seize these opportunities and respond to every challenge. The representative of Peru was very clear – *"We cannot freeze ourselves in the status quo"*. I was also very inspired by the speech of the Ambassador of Cuba, as well as the Ambassador of Brazil, who said, *"We must act with determination to reinforce our capacity to build peace."* All our proposals, thoughts and ambitions are channeled towards this, the core of UNESCO's mandate. We must be loyal to our Constitution and put the words it into action. We speak about peace and sustainable development, human dignity, human rights and giving opportunities to every single boy and girl, woman and man, in every society. The biggest challenge we face is how to do this.

22.66 I saw this power and strong political will and commitment in Angola when I launched the campaign "To Make Peace Happen" with more than 3,000 young women and men. You cannot imagine what energy and enthusiasm there was in the room, where former military combatants and officers, and 3,000 young people – former enemies from both sides, emerging from a long conflict, in which they had fought and killed each other – faced each other. One of the generals went on stage to say how he

had become convinced that war was not the solution, and that only with peace could there be development in this war-torn country. The enthusiasm of those young students, who understood and reacted spontaneously to every single word, shows that what we are doing and what we aim to do is a reality and not just empty words; it is a goal that merits all our efforts and all our dedication. I know that we are in difficulty and that we need to work more in order to make this happen, but I think that our role has never been so important and our responsibility never so urgent. I think that together, in dialogue with Member States, we can make this happen; we can strengthen UNESCO's role and I am sure that we can overcome these difficulties.

22.67 Tomorrow we will speak about the challenges we face, but in the long run I am sure that we will move forward, because UNESCO is ultimately about values and these values are shared by every single Member State of UNESCO. We have a vision of the world guided by human rights and human dignity, to overcome poverty and to empower all men and women and help them to meet their aspirations. This vision of humanism may be an old concept, but it must be dusted off to prepare for these new times and tackle these new challenges.

22.68 Allow me to cite the words of Augustinho Neto, Angola's first President, a poet and visionary who represents a generation of great leaders. We need new ideas, new visions and a moral compass in order to move forward. These are words from Augustinho Neto's poem "Create": *Create create, stars over the warrior's sledgehammer, peace over children's weeping, peace over hatred, create create.* I thank you for listening to me.

23. **The Secretary**, at the request of the Chair, suggested that the question-and-answer session with the Director-General could be held from 12 p.m. to 1 p.m. on the next day, following the two-hour private meeting in which questions on the financial situation would be considered.

24. **The Chair**, seeing no objections, took it that the Board agreed to meet the following day at 12 p.m. for the plenary question-and-answer session with the Director-General.

25. *It was so **decided**.*

The meeting rose at 7.35 p.m.

CINQUIÈME SÉANCE

Mercredi 17 avril 2013 à 12 h 15

Présidente : Mme Cummins

REPORTING ITEMS (*continued*)

Item 4: Report by the Director-General on the execution of the programme adopted by the General Conference (191 EX/4 Part I (A) and Add. Rev. and Part II; 191 EX/4.INF) (*continued*)

DRAFT MEDIUM-TERM STRATEGY (37 C/4) AND DRAFT PROGRAMME AND BUDGET (37 C/5) (*continued*)

Item 15: Draft Medium-Term Strategy for 2014-2021 (37 C/4) and Draft Programme and Budget for 2014-2017 (37 C/5) and recommendations of the Executive Board (37 C/4 Draft; 37 C/5 Draft; 191 EX/15) (*continued*)

ADMINISTRATIVE AND FINANCIAL QUESTIONS (*continued*)

Item 26: Financial situation of the Organization and implications for the implementation of document 36 C/5 (191 EX/26) (*continued*)

Questions and answers with the Director-General on the plenary debate

1. **Mr Simataa** (Namibia) expressed concern about the plan to abolish the Bureau of Field Coordination (BFC) before the reporting lines of field offices had been finalized. Given how hard it would be to reactive the coordination mechanisms if anything went wrong, it would be prudent to delay the abolition until the reporting lines and the road ahead were clear.

2. **Mr Dalsgaard** (Denmark), noting that the current session was marked by the themes of focus and priorities, said that Denmark, in view of the need to base those priorities on insight, evidence and past programme performance, had appreciated the root-and-branch review of current programmes carried out by the Director-General and the programme sectors. More information on the outcomes of the reviews and some examples of their impact on draft document 37 C/5 would be useful to the forthcoming discussion on programmatic activities.

3. **M. Boukoumaka** (Congo), s'associant à la question posée par le représentant de la Namibie, souhaite par ailleurs obtenir des précisions sur la notion de postes dits critiques ou essentiels (« *mission critical posts* ») et les critères en vertu desquels est attribuée cette qualité. Alors que le Secrétariat procède à des suppressions de postes, qui affaiblissent à l'évidence l'expertise de l'UNESCO, il se demande comment on peut envisager d'ouvrir au recrutement 90 postes « essentiels à l'accomplissement d'une mission », et s'il faut comprendre qu'aucun des postes supprimés à la suite d'un départ à la retraite n'entraîne dans cette catégorie.

4. **El Sr. Lara** (Ecuador) observa que la propuesta de creación del Centro para las Transformaciones Sociales y el Diálogo Intercultural ha suscitado muchas preocupaciones y comentarios negativos por parte del GRULAC, el Grupo de los 77, China y el Grupo Africano, lo cual le parece comprensible. En efecto, hay incoherencias y contradicciones en los documentos 37 C/4 y 37 C/5 y la nota conceptual distribuida tardíamente, pues en ellos se dice al mismo tiempo que el Centro reemplazará o incluirá al Programa MOST y que será su secretaria. Le parece necesario que los intercambios iniciados por la Directora General pasen rápidamente de la comunicación de información a la

consulta. Pregunta por qué el Centro propuesto debería circunscribir el diálogo exclusivamente a la cultura y no abarcar también la educación, la ética, la comunicación y las ciencias naturales.

(4) **M. Lara** (Équateur) observe que la proposition de création du centre pour les transformations sociales et le dialogue interculturel a suscité de nombreuses préoccupations et des commentaires négatifs de la part du GRULAC, du Groupe des 77 et la Chine et du groupe Afrique, ce qui lui paraît compréhensible. En effet, il existe des incohérences et des contradictions dans les documents 37 C/4 et 37 C/5 et dans la note conceptuelle, distribuée tardivement, puisqu'il y est dit en même temps que le centre remplacera ou englobera le Programme MOST et qu'il en assurera le secrétariat. L'orateur juge nécessaire que les échanges entrepris par la Directrice générale passent rapidement de la communication d'informations à la consultation, et demande pourquoi le centre proposé devrait limiter exclusivement le dialogue à la culture et ne pas l'ouvrir également à l'éducation, à l'éthique, à la communication et aux sciences exactes et naturelles.

5. **M. Fazelly** (Afghanistan), souscrivant aux propos du représentant de l'Équateur, s'interroge d'autre part sur le choix de l'expression « transformations sociales » dans l'intitulé du centre proposé. À ses yeux, la transformation sociale est un processus qui demande toute une vie, et parfois des siècles d'histoire et de combats politiques. Peut-être serait-il donc plus approprié d'employer les termes « *promotion* » ou « *inclusion* » sociale, voire d'introduire l'expression « *société inclusive* », qui traduit mieux le véritable enjeu. Mais l'association entre dialogue interculturel et société inclusive est difficile à saisir. Tout échange interculturel est en effet voué à l'échec dès lors qu'il intègre l'élément religieux. L'orateur cite en exemple un atelier sur la société inclusive organisé par l'Union européenne, tout en notant que celle-ci a l'avantage d'opérer sur un territoire bien circonscrit, alors que l'UNESCO est appelée à intervenir dans un espace où il n'y a ni unité de civilisation, ni cohérence culturelle. Dans ces conditions, la tâche semble impossible et le projet de centre devrait être soit abandonné, soit précisé et rendu plus cohérent.

6.1 **Mr Sudders** (United Kingdom), expressing support for the comment by the representative of Namibia, said that he did not fully understand the rationale of the Director-General's proposal on reporting lines and the abolition of the Bureau of Field Coordination (BFC), and requested her to provide a document explaining it. He furthermore requested that the list of mission-critical posts be circulated. He had been surprised by what the Secretariat appeared to consider was meant by the term "*mission critical*": just 14 of the 90 posts were programme specialists, only eight were professionals and a large number were secretaries, drivers and so on, which did not appear to be essential.

6.2 Thanking the Director-General for her comments on the independent external audit of UNESCO, he said that the External Auditor would be questioned on the late submission of his audits when he reported to the Board at the end of the week. In the meantime, he needed an explanation from the Director-General as to explain why it had taken so long for the Secretariat to circulate even the original French-language versions of the documents: more than a week in the case of the audit of the ongoing

reforms and two weeks in that of the Participation Programme. They should have been published immediately; the External Auditor reported to the governing bodies and not to the Secretariat.

7.1 **Mme Tarhouni** (Tunisie), revenant sur la proposition de créer un centre pour les transformations sociales et le dialogue interculturel, note que cette initiative répondrait à un besoin d'innovation et d'élaboration d'une stratégie opérationnelle axée sur la promotion de la paix, de la cohésion et de l'inclusion sociales, et du dialogue interculturel. L'approche transversale et interdisciplinaire proposée pour ce centre en ferait une structure novatrice et opérationnelle en termes de complémentarité intersectorielle et favoriserait la création d'une synergie entre les secteurs de programme. Si cette initiative apparaît prometteuse, sa mise en œuvre devrait néanmoins exiger des efforts considérables, et il serait souhaitable que la Directrice générale éclaire davantage les membres du Conseil sur la faisabilité du projet et sur les résultats concrets qu'on peut en attendre.

7.2 Par ailleurs, la prochaine phase de la réforme du dispositif hors Siège étant prévue dans la région des États arabes, la Tunisie jugerait opportun d'engager d'ores et déjà une consultation approfondie avec les commissions nationales, qui travaillent en étroite collaboration avec les bureaux concernés, en vue de mettre au point un plan de redéploiement efficace et adapté.

7.3 Enfin, l'oratrice souhaiterait connaître l'impact des réunions régionales sur l'EPT évoquées la veille par la Directrice générale car, l'heure n'est plus, dit-elle, aux recherches et aux atermoiements, mais à l'élaboration d'un plan d'action assorti de tâches précises à entreprendre aux différents niveaux, sur la base du Cadre d'action de Dakar adopté en 2000. À cet égard, il lui semble nécessaire de mettre en place des cadres de référence avec des indicateurs précis pour évaluer les résultats obtenus en matière d'éducation de qualité en vue de la réalisation des six objectifs de Dakar. Il est temps que l'UNESCO se prépare activement à mieux aborder l'échéance de 2015, ainsi que l'après-2015.

8. **Mr Rachman** (Indonesia) asked the Director-General whether she had any information to share on the redundancies identified in the structure of the Organization; whether there were any programmes aimed at improving the quality of staff recruitment and contracts, especially in field offices; whether national commissions or relevant government ministries had been involved in the consultations with Member States; and whether there were any academic papers explaining the rationale of the centre for social transformations and intercultural dialogue.

9.1 **The Director-General**, responding to the concern of the representative of Namibia, supported by the representative of the United Kingdom of Great Britain and Northern Ireland, said that the question of the reporting lines of field offices and the role of the Bureau of Field Coordination (BFC) must be viewed from a wider perspective, in all its complexity. The reporting lines had not yet been clearly defined but they were due to be finalized the following year and she would keep the Board informed of progress. They had been considered in the discussions on the field reform, but the main priorities at present were to identify ways to empower field office directors, giving them more responsibilities – including financial – and a framework of accountability; and to ensure intersectorality in the programmatic approach to work in the field, with programmatic backstopping from

Headquarters. Everything under discussion had to be considered from that perspective, and in the light of the main thrust: shifting from a culture of centralized control to a culture of accountability. The work of developing the framework, of which the reporting lines would form part, was difficult owing to the complex structure of the Organization – five separate programme sectors, each with its own experts in the field. In some cases, office directors were not always aware of what an expert was doing because it was not within their mandate and/or he or she reported directly to the sector at Headquarters; and country offices were unaware of what the regional offices were doing. It was unacceptable. Hence her decision to take stock of the situation and find a solution. In view of the cutbacks and the need to manage more projects with fewer staff, it was important to be innovative and to seize on opportunities for outreach and intersectorality between the two science sectors, for instance, which both had a very small number of specialist staff managing their projects in the field. It should be seen as an opportunity for optimization. Ultimately, however, project implementation had to be managed not from Headquarters but on the ground, by field office directors with backstopping from Headquarters.

9.2 With regard to BFC, the Bureau no longer had responsibility for financial matters; staff matters, except at the level heads of offices, which were dealt with by the Bureau of Human Resources Management (HRM); or for security and programmatic follow-up on activities in the field, some of which was handled by the sectors, including the Sector for External Relations and Public Information (ERI) in the case of political relations with Member States, some by the Africa Department, and some by the Bureau of Strategic Planning (BSP) as far as United Nations unified documents were concerned. She herself would assume direct responsibility for its critical post-crisis and post-disaster (PCPD) activities, as proposed in draft document 37 C/5. A key objective was to eliminate redundancies and she would communicate the details, as requested by the representative of Indonesia, once they had been discussed. Further to the comment by the representative of Denmark, the root-and-branch review of programmes had also been carried out in conjunction with BSP and had taken into account the past performance of the programmes, and its findings had formed the basis of the list of priorities provided by the Secretariat.

9.3 On the question of the mission-critical posts, she assured the representative of the United Kingdom of Great Britain and Northern Ireland that the process of identifying the posts, led by the Deputy Director-General, had been long and thorough. Every single post on the list had been reviewed and sound reasons had been provided as to why it was considered critical to programme delivery. Most concerned the field reform in Africa, where recruitment was crucial to ensure its completion by the end of the year. Incidentally, field reform, especially in Africa, was very costly and had only been possible to date because of the Special Emergency Multi-Donor Fund. The future with regard to the Organization's financial situation – and, hence, the next stages of the reform – was uncertain; that, in response to the comment by the representative of Tunisia, was why she had yet to approach the Arab States group on the matter. While field offices in the region were generally sound, the strengthening of programme delivery and continued backstopping would depend on the financial situation, a subject that she might take up with the group. Returning to the subject of the mission-critical posts, she invited the Director of HRM to provide further clarification of the nature of the posts in the light of the comment by

the representative of the United Kingdom of Great Britain and Northern Ireland.

10. **Ms Thompson-Flores** (Director of the Bureau of Human Resources Management – HRM), speaking at the invitation of the Director-General, informed the Board that 31 of the mission-critical posts, the full list of which was ready for distribution, were general service positions in areas such as financial control and security; while some might be drivers and secretaries, all were essential to maintain a presence in the field and to run a standard country office. Some 80 % of the posts were in the field; 90 % were in the programme sectors and 10% in administration, in areas such as languages and medical services.

11.1 **The Director-General**, on the question of the proposed centre for social transformations and intercultural dialogue, said that she had developed her proposal in response to the Board's request for an emphasis to be placed on ensuring the visibility, focus and strong political drive that the Organization needed to promote social inclusion; and had been open to fine-tuning, such as replacing the word "*transformations*" to the more appropriate "*inclusion*" in the name of the centre, as suggested by Afghanistan. The negative reactions from Members had therefore come as a surprise. She had not for a moment intended to impose the proposal on Member States; nor did she expect them to approve it without discussion. There was no need to rush to a decision. The concept paper (document 191 EX/15 INF.) had been distributed at the current session with a view, first and foremost, to opening the debate on the idea. It should not be rejected out of hand. Member States might have other ideas but they should come together to discuss them, together with their views and doubts about hers; she was convinced that it was the right way forward to improve the Organization's focus on achieving its mandate in critical areas, such as equality, equity and social inclusion. The term "intercultural dialogue", in the context of the centre, referred to exchanges not between States or religious leaders in high-level fora but on the ground, within the diverse multicultural societies of developing and developed countries alike. "*Social inclusion*" meant reaching out to the marginalized and reconciling fragmented societies, as was happening in Myanmar, for example, in the critical work of democratic transition with which UNESCO was assisting the government. Abolishing the Management of Social Transformations (MOST) Programme had never, at any stage, been an option. On the contrary, the proposed centre would serve to strengthen MOST by regrouping UNESCO services in a laboratory of ideas and identifying new ways of working within the Secretariat. It would also strengthen UNESCO's ability to work with and interact with others in improving public policy formulation. She therefore urged Member States reconsider her proposal. She was open to dialogue and looked forward to hearing their views and suggestions to eliminate any redundancies. Regarding the query from the representative of Indonesia, she said that there were no specific academic papers on the centre at present but a great deal of scientific research had been done on the subject and more would be generated once the centre was open and fulfilling its function of reaching out to institutions in the academic community.

11.2 Regarding the key question of staff recruitment, especially at Director level, she drew attention to the procedures that had been launched and submitted to particular Member States for approval but which had been turned down on the grounds of concerns about

sovereignty issues and other objections. Those procedures had not been finalized and approved by her alone but through extensive, transparent and open panel discussions. It was a major problem that she had taken up with the Director of HRM. The process needed fine-tuning, including greater consultation with Member States so that they did not feel they were being presented with a fait accompli. As for the question from Tunisia regarding the regional meetings on education for all (EFA) and the post-2015 agenda, she said that the whole process, culminating in the global consultation in Dakar in March 2013, had provided the international community with an opportunity to further its work on the new sustainable development goals. UNESCO was assisting governments in building their own national assessment frameworks so that they took ownership of the evaluation process.

(The Director-General continued in French)

11.3 Concluant son intervention en français, la Directrice générale dit qu'il est très important que les gouvernements s'approprient les processus d'évaluation des acquis de l'Éducation pour tous afin de définir, sur cette base, une nouvelle génération d'Objectifs du Millénaire pour le développement.

12. **Le Secrétaire** explique que la planification interne prévoyait la soumission des documents au Secrétariat des organes directeurs à la mi-février, laissant ainsi un délai d'un mois avant la date statutaire d'envoi de ces documents aux membres du Conseil. Toute la documentation transmise après la mi-février sortait donc du cadre de cette planification, ce qui, compte tenu des circonstances, avait causé des difficultés majeures aux services de traduction et d'impression. Tout avait été mis en œuvre pour atténuer ces difficultés, mais les audits du Commissaire aux comptes, de même que tous les autres documents soumis tardivement, avaient pâti de ce non-respect des délais.

13. **La Directrice générale** invite le Sous-Directeur général pour la communication et l'information à expliquer, en réponse au représentant du Danemark, comment les Secteurs CI et BSP ont mené l'évaluation du grand programme V.

14. **Mr Kārklīņš** (Assistant Director-General for Communication and Information – ADG/CI) said that the evaluation of Major Programme V "Communication and Information" had been carried out, as requested by the Board at the previous session, using a methodology and criteria defined by the Internal Oversight Service (IOS) in a rapid assessment matrix. All major action lines had been assessed on the basis of the following criteria: how the programme responded to UNESCO's core mandate; whether it produced tangible results; whether it had a niche in UNESCO; how it fitted into the work of the United Nations system; the quality of support it had received; the relationship between its inputs, output and outcomes; whether it focused on high-level policy-making and capacity-building; and its relationship with implementation in the field. Its intergovernmental programmes – the International Programme for the Development of Communication (IPDC) and Information for All Programme (IFAP) – had been evaluated and the recommendations had been presented to the Director-General; they had helped to identify discontinued activities and the priority areas described in draft documents 37 C/4 and 37 C/5.

15. **Ms Laccœuilhe** (Saint Lucia), confirming the veracity of the Secretary's precisions, said that the question raised by the representative of the United

Kingdom did not concern translation and printing but the reasons why the documents, as they had already been submitted late, had not been posted on the web site in the original French-language version, without proper formatting, as the Ad Hoc Preparatory Group had done with its report.

16. **The Secretary** explained that, with the composition units overloaded with work, even the original French-language version had taken some time to process.

17. **The Chair** expressed appreciation to the Board Members for their active engagement in the questions and answers session and to the Director-General for her constructive explanations in response to the issues raised.

The meeting rose at 1.10 p.m.

SIXIÈME SÉANCE

Jeudi 25 avril 2013 à 10 h 15

Présidente : Mme Cummins

TRIBUTES TO THE MEMORY OF EMINENT PERSONS DECEASED SINCE THE 190TH SESSION (*continued*)

1. **The Chair** welcomed the Board members and drew their attention to the passing of **Mr Alfredo Guevara** of Cuba, who passed away on 19 April 2013. Mr Guevara had been the Ambassador of Cuba to UNESCO from 1983 to 1982 and representative to the Executive Board from 1987 to 1991. She therefore invited the Board to observe one minute's silence in his memory.

The Board observed a minute's silence in tribute to the memory of the deceased

The meeting was suspended at 10.20 a.m. and resumed at 3.10 p.m.

PRIVATE MEETINGS

Announcement concerning the private meetings held on Wednesday 17 April 2013 and Thursday 25 April 2013

2. **The Secretary** *in extenso*:

At the private meetings held on Wednesday, 17 April and today Thursday, 25 April, the Executive Board considered items 3, 18, 19 and 26 of its agenda.

Item 3: Report by the Director-General on the application of Rule 59 of the Rules of Procedure of the Executive Board (191 EX/PRIV.1)

In accordance with Rule 59, the Director-General informed the Board on the general situation regarding staff and the decisions she had taken regarding appointments and extensions of contract of staff members at grade D-1 and above whose posts come under the regular programme of the Organization.

Item 18: Consideration of the procedure to be followed for the nomination of the Director-General of the Organization (191 EX/PRIV.2)

At its private meeting held on Thursday 25 April, the Executive Board established a draft contract between the Organization and the Director-General for submission to the 37th session of the General Conference.

Item 19: Examination of the communications transmitted to the Committee on Conventions and Recommendations in pursuance of 104 EX/Decision 3.3, and report of the Committee thereon

(1) The Executive Board *examined* the report of its Committee on Conventions and Recommendations concerning the communications received by the Organization on the subject of cases and questions of alleged violations of human rights in UNESCO's fields of competence.

(2) The Executive Board, *having taken note* of the Committee's report, *endorsed* the wishes expressed therein.

Item 26: Financial situation of the Organization and its implications for the implementation of 36 C/5

At the private meeting held on Wednesday 17 April and on Thursday 25 April, the Director-General briefed the Members of the Board on the financial situation of the Organization and its implications for the current and future programmes and budgets, and heard the views of the Members thereon.

ADOPTION OF DRAFT DECISIONS RECOMMENDED TO THE EXECUTIVE BOARD

Committee on Conventions and Recommendations (CR): report and draft decision recommended to the Executive Board (191 EX/43)

MATTERS RELATING TO NORMS, STATES AND REGULATIONS

Item 20: Implementation of standard-setting instruments; Part I: General Monitoring (191 EX/20 Part I)

3.1 **Ms Utegenova** (Kazakhstan) (Chair of the Committee on Conventions and Recommendations – CR) *in extenso*:
Madam Chair, Madam President of the General Conference, Madam Director-General, dear colleagues, as you may recall since the 179th session of the Executive Board, the Committee decided to examine the measures taken by the Secretariat in application of the procedures adopted in 2005 for the application of 14 UNESCO standard-setting instruments that the Executive Board is required to monitor.

3.2 The members of the Committee took note of the report of the Secretariat containing a status ratification of the three conventions, whose monitoring is the responsibility of the CR Committee, and an assessment of the measures taken by the Secretariat to implement the legal framework adopted in 2005, as well as an analysis of current trends, including difficulties, in the implementation of each of these standard-setting instruments.

3.3 After having received from the Education Sector additional information on the instruments relating to technical and vocational education and training (TVET), the Committee invited the Director-General to continue to ensure the implementation of that legal framework and to present its next report at the 192nd session of the Board.

3.4 It is to be noted that the Committee members felt that the importance of the cooperation of National Commissions should be restated in the preparation by Member States of their reports on the implementation of these instruments in accordance with Article VIII of UNESCO's Constitution.

3.5 You will find the draft decision in paragraph 6 of the report (document 191 EX/43). Thank you Madam Chair.

4. The Chair thanked the Chair of the Committee on Conventions and Recommendations and invited comments on the draft decision.

5. *The draft decision in paragraph 6 of document 191 EX/43 was adopted.*

6. **Ms Utegenova** (Kazakhstan) (Chair of the Committee on Conventions and Recommendations – CR) congratulated the members of the Committee for their work and thanked Member States for their

adoption of the draft decision. Further, she reminded the Board of the additional item she had proposed in the morning session, which she hoped would be included in the agenda of the Committee at the 192nd session, and closed by thanking Board Members for their cooperation and their willingness to achieve consensus and compromise on the difficult issues considered by the Committee.

7. **The Chair** thanked the Chair of the Committee on Conventions and Recommendations and its members for their excellent work.

METHODS OF WORK OF THE ORGANIZATION

Item 18: Consideration of the procedure to be followed for the nomination of the Director-General of the Organization (191 EX/18)

8. **The Chair** suggested that the Board should consider paragraph by paragraph the procedure to be followed for the nomination of the Director-General of the Organization. Seeing no objections to paragraphs 1 to 7 of document 191 EX/17, she then turned to the Annex.

9. **Mme Ossakedjombo-Ngoua Memiaghe** (Gabon) souhaite savoir quelle est l'instance qui procédera aux entretiens.

10. **The Chair** replied that the Board, at a plenary meeting, would consider and discuss the interviews of the candidates before proceeding to a secret ballot. Subsequently, the Board would decide on the candidate it would recommend to the General Conference. If she saw no objections, she would consider that the Board accepted the content of the process outlined for the nomination of the Director-General and the interviews that would be conducted.

11. *It was so decided.*

ORGANIZATIONAL AND PROCEDURAL MATTERS (continued)

Item 3: Report by the Director-General on the application of Rule 59 of the Rules of Procedure of the Executive Board – Director-General's consultation of the Board on the structure of the Secretariat

12.1 **The Director-General in extenso:**

Madam Chair of the Executive Board, Excellencies, ladies and gentlemen, as announced at our last session, I wish to inform you of the following restructuring measures that I am considering in UNESCO's corporate services, in the short and medium term, as a part of the Organization's efforts to rationalize administration and management. These measures concern two sectors that work across the Organization: the Sector for External Relations and Public Information (ERI) and the Sector for Management of Support Services (MSS). In both cases, the restructuring represents a logical follow-through from my overall reform agenda, and the targets set in the roadmap agreed by Member States in order to streamline processes, reduce administrative costs, deepen UNESCO's impact and transfer resources to the field. This reform builds also on the conclusions and recommendations of a number of internal working groups set up in the context of the current budgetary situation – all of which call for administrative streamlining with the purpose of enhancing the Secretariat's overall efficiency. Let me add that all

proposed restructuring measures would be implemented in line with the provisions of staff rules and regulations, and in all equity and transparency, through the procedures and mechanisms for redeployment set up to that effect.

12.2 Let me start with the Sector for External Relations and Public Information (ERI). Over the last 18 months, several units within ERI have faced a challenging situation due to the non-renewal of many temporary contracts and unfilled posts following staff departures and retirements and the consequent freezing of posts. Certain units (for example the Europe and North America Unit) can hardly function and be sustained within the current arrangements. I consider this also an opportunity to regroup forces and adjust the structure in light of this phenomenon. Consequently, it is my intention to create a simplified and rationalized ERI Sector, with two divisions instead of the current three. These two divisions will be assigned clearly defined responsibilities: a Division of Member States and Partners (MSP) and a Division of Public Information (DPI).

12.3 The Division of Member States and Partners (MSP) will be created by the merger of two divisions: the Division of Member States and International Organizations (MSO) and the Division of National Commissions and Civil Society (NCS). This new division will be in charge of relations with Member States, National Commissions, intergovernmental and non-governmental organizations and other partners. The regrouping of these units is intended to end administrative dispersion and create a stronger team to provide a strengthened link to Member States, National Commissions and other partners. Work in the new division will be grouped more rationally, allowing for an expected downgrading of posts. Regional desks in charge of Member States and National Commissions will be staffed more coherently.

12.4 The proposed restructuring also involves a reorganization and pooling of resources to strengthen the mechanisms for covering our relations with Member States, both in the sections and units covering relations with Member States, as well as in the management of administratively heavy programmes, such as the Fellowships Programme and the Participation Programme, which I am planning to bring into a single strong support unit – an issue which was also raised in the Report of the External Auditors. As I stated in my opening speech to the Executive board, I believe that the Participation Programme is an integral instrument of UNESCO's delivery and this restructuring is also a way to strengthen and streamline its processes. The proposed restructuring of ERI would aim at the release of resources, notably human, for redeployment to field offices as well as to the programme sectors. In total, I expect that this restructuring of ERI would represent a release of some \$5.8 million from document 36 C/5 Approved from ERI to other areas of the Organization. These streamlining efforts will be pursued further during the 37 C/5 period.

(The Director-General continued in French)

12.5 Mesdames et Messieurs, permettez-moi d'aborder maintenant le Secteur de la gestion des services de soutien (MSS). J'ai l'intention de réorganiser ce secteur, afin d'établir une approche plus intégrée des services de soutien, d'éviter les doubles emplois et de réduire les coûts de personnel. Vous

avez pu constater que le guichet unique pour la gestion des services de conférences, de réunions et d'événements est désormais opérationnel. Ce service va fournir aux États membres, aux unités de programme et aux organismes extérieurs un interlocuteur unique pour tous les services de manière simplifiée. J'ajoute qu'après le départ du directeur de la Division des services communs, j'ai demandé à l'ADG/MSS d'exercer ses fonctions le temps de réorganiser les services.

12.6 Le nouveau Secteur de la gestion des services de soutien (MSS) fonctionnera désormais avec dix sections au lieu de quinze, regroupées sous deux entités principales au lieu de trois. Le nouveau schéma que je propose permettra de rationaliser et d'optimiser les ressources existantes et de les mutualiser, en regroupant les missions et les fonctions dans une logique de cohérence d'ensemble. Ce schéma se traduira par la suppression immédiate de 33 postes vacants. Cela représente une diminution d'environ 16 % du personnel, tout en offrant les mêmes services à moindre coût.

12.7 Je propose en effet que le Secteur de la gestion des services de soutien soit organisé de la façon suivante : un Bureau de la gestion des connaissances et des systèmes d'information (MSS/BKI), qui sera responsable de la gestion de l'infrastructure technologique, de ses applications, des télécommunications, de la bibliothèque et des archives ; une Division des conférences, des langues et des documents (MSS/CLD), responsable des services de traduction, de la gestion des documents, y compris le courrier et la distribution des documents, qui relevaient auparavant d'unités distinctes, de la gestion des conférences et des événements culturels, y compris les services d'interprétation.

12.8 L'ancienne Division des services communs (MSS/DCS) sera supprimée. Ses trois sections seront désormais rattachées directement à la Sous-Directrice générale. Il s'agit de la Section des opérations (MSS/OPS), chargée des achats, du soutien à la coordination des activités du secteur et du suivi de la gestion des services annexes (Services de restauration et l'Économat), de la Section de la sécurité et de la sûreté (MSS/DCS/SEC/SU), responsable de la sécurité, du transport et des visas et documents d'identité, conformément à l'accord de Siège, et de la Section des bâtiments (MSS/DCS/B), responsable de l'entretien des bâtiments et de la gestion des installations. Globalement, ces modifications de structure permettront de réduire les coûts de 6,6 millions de dollars par rapport au document 36 C/5 approuvé. Les efforts de rationalisation se poursuivront dans le cadre du document 37 C/5. Je vous remercie de votre attention.

13. **Mme Serre** (France) remercie la Directrice générale pour son exposé. Prenant acte avec satisfaction de la restructuration qui y est proposée, conformément aux recommandations des différents audits, elle se demande toutefois si cette réorganisation et la réduction du personnel ne présentent aucun risque pour les services de traduction et souhaite savoir si ces services seront bien dirigés par une personne spécialisée dans ce domaine.

14. **M. Bokoumaka** (Congo), après avoir remercié la Directrice générale de son exposé et de ses intentions de réaliser des économies conformément

aux recommandations du Conseil exécutif, demande quelle structure sera désormais chargée des relations entre l'UNESCO et les commissions nationales.

15.1 **Mr Sudders** (United Kingdom) also thanked the Director-General for providing information on the restructuring, accompanied by an organization chart, which facilitated the Board's understanding. Notwithstanding, he requested the General-Director in future to present a table of financial figures, which had been mentioned previously. He also recalled that the External Auditor had identified a problem with the way in which structural changes were being managed in UNESCO and had indicated specifically a lack of success indicators for the different structural changes that had already taken place. He wished to ask whether the structural changes proposed by the Director-General would be carried out in accordance with the recommendations he had suggested, and accordingly what the success indicators were and when the restructuring might be revisited. Further, he requested clarification on the inclusion of an Assistant Director-General for MSS, as shown in the organization chart in Annex 2, since document 37 C/5 stipulated no ADG for that section.

16. **Mr Barry** (Gambia) thanked the Director-General for her efforts in searching for ways to save on costs in restructuring the Organization. In addition to financial figures, he requested to see in future a comparison between the old and new organization chart, for a clearer understanding of the changes.

17. **Mr Koizumi** (Japan) also thanked the Director-General and said that one of his questions had already been asked by the representative of the United Kingdom, regarding an ADG/MSS. Further, he wished to know what the focal point would be for the National Commissions, whether there would be one point for each regional section and if that was the case, what the focal point would be for the African countries. Finally, he requested further information on the downgrading of ERI staff members and the related advantages.

18. **尤先生** (中国) 希望就外联部门的改革发表评论。他认为教科文组织总部与各全国委员会的联系或合作应加强, 而非削弱。

(18) **Mr You** (China) said concerning the reform of ERI, that the relationship and cooperation between UNESCO Headquarters and National Commissions should not be weakened, but strengthened.

19. **Mr Mathooko** (Kenya) thanked the Director-General for the organization charts, which facilitated the work of the Board. On page 1, Annex 1 of the chart, however, which showed the Division of Member States and Partners, it was unclear to him where Africa fitted in, although several continents were well represented in the different compartments.

20. **Ms Haddad** (Grenada), thanking the Director-General, enquired whether, within the Division of Public Information (DPI), the Publications, Branding and Merchandizing Unit would manage open access to publications and whether it would be in direct contact with Legal Affairs (LA), since certain legal aspects of open access to publications were not explicit. She also asked about the meaning of communications partnerships, compared with media relations.

21. **El Sr. Rodríguez** (España) pregunta dónde quedarían los servicios de interpretación y pide también que se le aclare la categoría de los puestos, sobre todo los de categoría D y superiores, y el lugar en el que estarían las actividades relacionadas con África.

(21) **Mr Rodríguez** (Spain) enquired about the organizational unit to which interpretation services would be attached, requested explanations on the categorization of posts, particularly in the D category and above, and wished to know which sector would be in charge of Africa-related activities.

22.1 **The Director-General** responded by saying that she would call on the Assistant Directors-General of ERI and MSS to provide certain clarifications. First and foremost, UNESCO's intention was to maintain a very strong link with the National Commissions, and very good cooperation had been achieved within the tripartite commission that had been established, which would be maintained. The National Commissions came within the purview of the new section, and all National Commissions needed to be linked to the respective division. She took good note of the request by the representative of Gambia to provide a comparison of the two organization charts, and agreed to do so in the future. Regarding the positions of different ADGs, she recalled that only the latest reform process was under discussion – one stage concerning two central services – not the C/5 document, which had not yet been approved.

22.2 On the downgrading of posts, she had said in the debate on the previous day, in the current financial framework, that she was making different efforts to generate savings for the Organization, particularly in the area of administrative services. In that respect, she hoped that she had responded to the Board's wish to allocate more human and financial resources to the programme sectors. By downgrading some posts, she hoped that she was responding to the Board's wish to diminish the administrative expenses of the Organization in order to lighten the corporate services and to move more resources to other services.

22.3 Regarding questions on DPI, she expressed surprise, given that the latest restructuring had not affected DPI, which had been restructured previously.

23.1 **Mr Falt** (Assistant Director-General for External Relations and Information – ADG/ERI) recalled that over the previous two years, UNESCO had been engaged in reinforcing the visibility of the National Commissions for UNESCO, as seen in the work, for example, of the tripartite working group and the Participation Programme. Continuing such a trend of improving the link with the National Commissions was at the forefront of the concerns of the Director-General and the team working to interact with the National Commissions.

23.2 Responding to Grenada's question regarding the Publications, Branding and Merchandizing Unit, which had been in place for the previous two years, he said that it was a small team, which was spearheading efforts to rationalize UNESCO's publishing effort and manage questions pertaining to the logo and branding, as well as to follow up on open access policies. They were in touch with Legal Affairs – possibly to a greater extent than any other group within DPI. Regarding technical issues and open access specifically, he would

be happy to follow up with further details if necessary. On Grenada's question about communications partnerships, he said that a two-person team was continuing the work carried out over the previous two years, such as the "Journeys to School" travelling exhibition, which had been inaugurated by the Director-General in New York several weeks earlier, before being shown at the gates of UNESCO in Paris. That exhibition had been developed in partnership with Veolia Transdev and Sipa Press, and would continue to travel to other locations.

24. **Mme Khadija Zammouri Ribes** (Sous-Directrice générale pour l'administration), répondant à la question posée par la représentante de la France, assure celle-ci que la gestion des services de traduction est bien confiée à une personne de la profession. S'agissant des services d'interprétation, elle confirme la création d'un guichet unique qui offrira pour l'ensemble des événements tout un bouquet de services au nombre desquels figure l'interprétation. Les services d'interprétation seront donc rattachés à la Section de la gestion des conférences et des manifestations culturelles. En réponse à la question du représentant de la Gambie, elle rappelle que MSS comprenait trois grands pôles, dont il ne restera plus que deux. Elle ajoute que le Bureau exécutif a été supprimé et que toutes les pistes ont été explorées pour réaliser des économies et des gains d'efficacité, d'où la réduction de 16 % du personnel de MSS.

25. **Mr Engida** (Deputy Director-General), responding to the United Kingdom's question about success indicators, said that the Secretariat had always had such indicators, but could certainly improve reporting in that regard. Normally, three fundamental questions were asked for any structural change: (1) Would the change be low-cost and affordable? (2) Would the new structure be flatter? (3) Would it result in better efficiency and coordination? To those three questions, the two restructuring measures proposed by the Director-General would ensure (1) low-cost, (2) flatter structure, and (3) better coordination and efficiency.

26. **The Director-General** added that the Africa Department, rather than ERI, was responsible for bilateral relations with Africa.

ADMINISTRATIVE AND FINANCIAL QUESTIONS

Item 23: Procedure to be followed by the appointment by the Executive Board of the Chair and Alternate Chair of the Appeals Board (191 EX/23)

27. **The Chair** recalled that in 1966, the Board established a practice of inviting its chair to propose to it, after consultation with the Director-General and the Vice-Chairs of the Board, a Chair and Alternate Chair of the Appeals Board for a four-year term. As the mandate of the incumbents would expire on 31 December 2013, it was proposed to follow the procedure established to designate their successors. To this end, she invited the Board to take a decision on the draft decision contained in paragraph 6 of document 191 EX/23. If the decision was approved, she would send, as was customary, a letter to the Member States in which she would specify the conditions of employment of the President of the Appeals Board and his or her Alternate, as well as their recognized privileges and immunities, and would invite

Member States to submit nominations for both positions.

28. *It was so **decided**.*

GENERAL CONFERENCE

Item 21: Preparation of the 37th session of the General Conference; Part I: Preparation of the provisional agenda (191 EX/21 Part I)

29. **The Secretary** said that document 191 EX/21 Part I concerned the mechanical stage of the preparation for the agenda for the General Conference since it simply contained a listing of items that were included automatically as a result of rules or past decisions. It was not yet the stage for items that would be proposed by Member States, and no items had been proposed by the Director-General. Items would be placed on the provisional agenda automatically as a result of the Board's decisions at the 191st session, and at its 192nd session, the Board would receive a revised version of the agenda with all additions made up until that time.

30. **Mr Sudders** (United Kingdom) requested that document 37 C/5 should contain an explicit reference to the amendments by the United Kingdom and Grenada, which could be of importance at the General Conference.

32. *The decision, as thus amended, was **adopted**.*

33. **Ms Haddad** (Grenada) requested the addition of some information that appeared to be missing from paragraph 3.1, similar to the paragraph on the Draft Programme and Budget, whereby the Medium-Term Strategy contained in document 37 C/4 would be submitted with the recommendation of the Executive Board in document 37 C/11 for consideration by the General Conference. She also requested information about the amendments proposed by the Director-General to the Rules of Procedure of the General Conference. Lastly, although the theme of the preparation and adoption of new legal instruments would be developed according to the decisions taken in the 191st session, she recalled that a number of decisions had been taken in the 190th session concerning the preparation of a declaration of ethical principles in relation to climate change, and requested the addition of the report that the Executive Board had subsequently decided to submit to the General Conference.

34. **The Chair** thanked the representative of Grenada for the points she had raised, and said that they all merited inclusion in the revised provisional agenda.

35. **Mr Barry** (Gambia) asked whether further revisions to the provisional agenda would be possible at the 192nd session, and whether such revisions would be included automatically.

36. **The Chair** said that the Board was discussing the first notification that would be sent to Member States, which would have the opportunity to reflect and indicate any proposed additions to the agenda for discussion at the 192nd session. The entire text would then be finalized in order to enable official circulation at least six weeks before the General Conference. For the first notification, she noted the additions or amendments proposed by the United Kingdom and

Grenada, which concerned the draft decision in document 191 EX/21 Part I under paragraphs 7 (a) and (b). She did not read out each point but assured the Board that they would receive the revised decision the following day.

36. *Paragraph 7, as amended, was **adopted**.*

Part II: Draft plan of work for the organization of the work of the 37th session of the General Conference (191 EX/21 Part II and Add.)

38. **The Chair** introduced the item.

39. **The Secretary** said that the proposals for the organization of the 37th session were similar to those for the 36th session, although the Secretariat had taken into account the financial situation of UNESCO and had therefore made considerable effort to shorten proceedings by a day or a day and a half. He said that the proposed timetable in document 191 EX/21 Part II Annex II was provisional, and that any necessary adjustments would therefore be discussed at the 192nd session. He drew the Board's attention to the Youth Forum, which would precede the 37th General Conference as it had preceded the 36th session, pursuant to a decision by the General Conference. By the same token, the Leaders' Forum would be maintained, following positive feedback at the 190th session. Details about both fora were to be found in document 191 EX/21 Part II Add. There would be six commissions instead of seven, since the follow-up to the independent external evaluation recommendations required the merger of the former Programme and External Relations Commission with the Administrative Commission into a single "APX Commission". As at previous sessions, joint meetings between commissions would be held to examine document C/4, any multi-commission draft resolutions, and the Appropriation Resolution. In order to shorten the session, it was proposed to eliminate the previous procedure, whereby commission reports were first adopted in commission, so that they were adopted in plenary only; such a change would save a day for technical reasons regarding documentation. The elections to the Executive Board and all other elections would be held in accordance with existing procedures, as would draft resolutions, which had followed the same procedures since 1991, as interpreted by the Legal Committee through its notes of 2000 and 2002. Turning to the question of amendments to the Rules of Procedure, only one amendment had been required as a result of the admission of Palestine. However, it might be useful to propose other minor amendments for the purposes of rationalization and simplification; for example, harmonizing and aligning some of the multiple deadlines that applied to the period leading up to the General Conference. Finally, he pointed out two corrections to be made in Annex I on the distribution of items to the various commissions: first, under item 1.1, the President of the 36th session would open the 37th session; and secondly, item 7.2 "Administrative tribunal: extension of its period of jurisdiction" should appear under the work of the Legal Committee rather than the APX Commission.

40. **Mr Ikramov** (Uzbekistan), referring to the provisional timetable of work provided in Annex II of document 191 EX/21 Part II, asked to what extent the Secretariat of the General Conference was anticipating joint meetings of commissions, for example of the

Science Commission and the Social and Human Sciences Commission, to which one or one and a half days had been allocated for that purpose at previous sessions. In previous years, the weight of the joint meetings had become very heavy and more cross-sectoral, with some recommending that certain questions be given further consideration in joint meetings. According to the provisional timetable, the last joint meeting of commissions would take place on the morning of 20 November, but no provision had been made for presenting reports at a plenary meeting since that afternoon had been reserved for closing ceremonies. He wished to know whether provision had been made for an extension of meetings of joint committees, especially since some commissions would transfer issues for further consideration.

41.1 **Mr Andreasen** (Denmark) thanked the Secretariat for its proposal on the organization of the 37th General Conference, and particularly welcomed its efforts to reflect the follow-up to the independent external evaluation of UNESCO in the documents under discussion. He wished to raise three questions. First, the Youth Forum, which the Nordic countries were following with great interest, was an integral part of the General Conference, and the Board should therefore look at ways to ensure it would be operational. In order to adapt to UNESCO's new Medium-Term Strategy, including an operational strategy on youth, it seemed clear that youth representatives at the Youth Forum should provide their views and recommendations on the operational strategy, and Denmark wished to hear the Secretariat's reflections on that idea.

41.2 Secondly, the question had been asked whether it would be necessary to allow one and a half days for the proposed Leaders' Forum, especially considering the financial situation of the Organization. Nevertheless, the proposed theme, the post-2015 agenda seemed both timely and relevant, so he strongly encouraged the Secretariat to build on the very good concept used previously, not least in relation to the choice of moderator and the efforts to maximize visibility. Perhaps at a later stage, the Board could consider whether two or three half-day sessions would be sufficient to ensure a dynamic and constructive debate with maximum visibility.

42.3 Finally, he wished to draw the Board's attention to the importance of the timing of the joint meetings of the commissions, which were scheduled at the end of the General Conference. Although the timing made good sense in relation to the adoption of the appropriate Appropriation Resolution for 2014-2015, he found it less logical in relation to the examination of the new Medium-Term Strategy as well as draft resolutions involving two or more commissions, which would take place after the discussions in the respective programme commissions. Consequently, he asked whether those agenda items could be examined by a joint meeting of commissions at the beginning of the General Conference to ensure that the outcome of discussions contributed to the related work of the programme commissions.

42. **Ms Haddad** (Grenada) enquired whether information on the General Assembly of the World Heritage Convention would be included in the provisional timetable, as customary.

43. **The Chair** replied that it was indeed indicated on paragraph 35 of document 191 EX/21 Part II.

44. **Mr Sudders** (United Kingdom) recalled that it was normal practice for the front page of documents to carry a reference to any potential financial implications; he therefore requested that such information be added to document 191 EX/21 Part II Add. Further, he requested information on how members of the Leaders' Forum would be chosen, wishing to be assured of their representivity, and he also requested clarification on the status of the output of the Forum in relation to the work of the rest of the Organization. The Government of the United Kingdom would not accept the Leaders' Forum becoming a *de facto* strategy-deciding body, whereby UNESCO adopted its conclusions. He also queried whether the Forum had been intended as a recurring or merely a one-off event, and given that it was not part of the constitutional requirements of UNESCO, asked whether it was indispensable.

45. **Ms Laccœuilhe** (Saint Lucia) thanked the Secretariat for the document, and said that she agreed with the proposed streamlining, particularly the commission reports being submitted to the plenary directly for adoption. Regarding the Youth Forum, she hoped that time would be allowed for the young members to speak, since they had complained about having to listen to many speakers without having the time to speak themselves at the previous event. Concerning the Leaders' Forum, it had been clearly stated at the 190th session that the event should not take place at every session of the General Conference, but for example when UNESCO was preparing for a new strategy or programme. She was surprised to see it on the agenda, in view of the financial situation faced by the Organization, since a Leaders' Forum was being considered for the 38th General Conference. If the consensus was for the Forum to go ahead, she had the same concerns as the United Kingdom about the choice of leaders, and in particular the status of the final document, which, after the previous event, had been presented as the theme for UNESCO's strategy: peace and sustainable development. In her view, it would be difficult to accept that five or six leaders should set the post-2015 strategy on behalf of UNESCO.

46.1 **The Director-General**, responding to the questions about the Leaders' Forum, said that the event had been very successful, and as such was not business as usual, but something that she wished to replicate, especially at a time when UNESCO was discussing the post-2015 agenda it was crucial for debate to be carried on the theme in 2013 and 2014. That did not mean that the Forum should be an exhaustive debate or that it should pre-empt or substitute for the decisions of the General Conference – after all, leaders of Member States would be participating, and she did not consider it as having the final word on the post-2015 agenda, but rather as making a very important and diverse contribution to the debate. It was not part of UNESCO's constitutional requirement, but rather a constructive response to the Board's calls for innovation. Moreover, the success of the Forum had led to sister agencies replicating the model during their general conferences.

47.1 **Ms Álvarez Laso** (Assistant Director-General for the Social and Human Sciences – ADG/SCS) said that the interesting suggestion of Denmark to consult the Youth Forum on the C/4 document and the operational strategy on youth should certainly be examined. UNESCO was building on the recommendations made by the last Youth Forum,

launching different processes of consultation on the thematic agenda for the next Forum. In phase 1 of the consultation, on 14-24 February, addressed to youth partners, participants in previous youth fora, non-governmental organizations and networks, UNESCO had received 1,895 responses, which identified two priorities: employability, which was a priority for respondents in Africa, Middle East countries and Europe; and democracy and sustainable communities, which was a priority for the Arab States, Asia and the Pacific, and Latin America and the Caribbean. The details of the consultation were posted online and revealed a marginal difference of only three votes between the two priorities proposed, meaning that the theme of the Forum would need to be combined. In a second consultation phase to define the themes in more detail, an online call for ideas and a survey had been organized to gather the views of youth on the preparatory phase process, the format of the plenary, the thematic debate, the working groups, and the follow-up, such as the action projects, which should also include youths from more than one country and have an international component. That second phase had ended on 9 April, and the data were being processed, after which they would be provided to the Board and posted on the web.

47.2 The General Conference had decided to hold the Youth Forum at its 37th session through a resolution at the 36th session, and would decide also if the next Youth Forum should take place. Processes for the 8th Youth Forum had already been launched, following the recommendations of the 7th Youth Forum, \$80,000 from the regular programme had been allocated to the project, and fellowships and scholarships had been launched to bring young people from the least developed countries (LDCs) and small-island developing States (SIDS) to the Forum. A resource mobilization plan was also in place with private partners to generate the necessary funds. The format for the 8th Youth Forum would change, featuring more workshops, fewer plenaries and therefore lower interpretation costs, and also young keynote speakers having more interaction with young people. She invited Member States to reflect on the suggestion made by the representative of Denmark that the Youth Forum should provide their views and recommendations on UNESCO's operational strategy on youth. Further, real-time feed from the Forum would be explored, in order to allow a greater number of young people to participate. Finally, she pointed out that, within the United Nations system, UNESCO had the only permanent, regular and institutionalized mechanism for a Youth Forum; the United Nations Economic and Social Council (UNECOSOC) had even asked UNESCO to document the various versions of youth fora it had held over the previous years.

48.1 **Mr d'Orville** (Assistant Director-General for the Bureau of Strategic Planning – BSP), providing details on the Leaders' Forum, recalled that it had been felt that the Forum had helped increase the efficiency of the General Conference, given that many of the delegations who had their leaders – prime ministers, presidents or senior government officials – participating, did not then present their national statements but contented themselves with shorter interventions at that point, which had helped to shorten the otherwise very necessary plenary debate. The leaders were not only Heads of State, as there were 80 to 90 delegations participating at different levels of seniority. A summary

had been provided in an information document early in the proceedings, considering that it was not appropriate to adopt any measures at the Forum, which did nevertheless influence the thinking and the debate, at the General Conference, with the intent being to help the Organization to focus on its future orientations. On the question of the selection of leaders, the Director-General had made every effort to ensure a balanced geographical participation at the most senior levels, and such would be the intent for future fora. In terms of cost, the two external London-based moderators cost the Organization less than \$3,000 in extrabudgetary funds; no fees were paid.

49. **The Secretary** said that when the Leaders' Forum had first been introduced, a proposal had been accepted to reduce speaking time in the plenary debate from 8 minutes to 6 minutes, corresponding to approximately two half-days of meeting. Even considering the cost of interpretation, therefore, the Leaders' Forum did not bear any particular financial implications. Responding to the question raised by Uzbekistan regarding the possibility of holding joint meetings between the two science commissions, the dates of the two commissions had been carefully aligned so that they would be able to meet if appropriate; a decision on that matter could be taken later. Certainly, joint meetings of commissions had grown in importance, in response to requests from Member States to examine certain issues, such as the draft resolutions concerning the C/4 document, and a provision in paragraph 22 of document 191 EX/21 Part II stipulated clearly that other joint meetings, aside those currently scheduled in the draft programme, could be scheduled at any time by the General Committee of the General Conference. On the question of the duration of the Leaders' Forum, the Board was at liberty to decide whether it should be a day or a day and a half, but he pointed out that if the Forum was reduced to one day, participants could leave at lunchtime on the Saturday instead of meeting all day. Finally, it had been noted that the reports from the commissions could be taken up immediately in plenary, and while there was a slight risk of more questions in plenary, it was a risk worth taking if doing so could save a day.

50. **M. Fazelly** (Afghanistan), rappelle qu'il avait été le seul à s'opposer, deux ans auparavant, à l'organisation d'un Forum des dirigeants, dont l'appellation même lui paraissait inappropriée. En effet, un forum est un échange de vues objectif, ce qui ne peut être le cas lorsque les participants ont chacun des intérêts à défendre. De plus, ces participants ne sont pas des spécialistes de questions telles que l'éducation et il s'agit de ministres ou de responsables à des niveaux divers qui ne sont pas à proprement parler des dirigeants. L'orateur demeure donc opposé à l'organisation de ce Forum.

51. **Ms Haddad** (Grenada) said that she understood the concerns of several Member States about the Organization's ability to afford the fora, but she did not wish to take a position on their utility. Concerning their conclusions, while recognizing that the moderators had been very well chosen at the previous session, she agreed with the representative of Denmark on the importance of ensuring good moderators. Further, regarding paragraph 7 of document 191 EX/21 Part II Add on the outcome of the fora, she proposed that the main lines of the deliberations and any conclusions reached should be summarized by a

moderator in a summary record, rather than by a journalist in an information document.

52. **Mme Ossakedjombo-Ngoua Memiaghe** (Gabon) appuie le maintien du Forum des jeunes, qui présente à ses yeux l'avantage de donner aux jeunes des différentes régions l'occasion de faire connaître leur culture à travers l'UNESCO, institution à même de la mettre en valeur. S'agissant du Forum des dirigeants, l'oratrice répond à l'Afghanistan que le Forum n'a pas réuni que des ministres, des chefs d'État, tels que le Chef d'État gabonais, étaient aussi présents. En outre, ce forum a permis de poser la problématique de savoir comment l'UNESCO contribuait à la paix. Les sous-régions ont toutes leurs spécificités mais sont toutes confrontées à des conflits et à des problèmes liés à l'environnement, au changement climatique, aux droits de l'homme. Les dirigeants apportent donc leur propre appréciation de ces problèmes dans le cadre de l'action menée par l'UNESCO en faveur de la paix. Ce Forum est essentiel car il permet la mobilisation des dirigeants sur des questions communes. Ainsi, suite au dernier Forum, le Président gabonais s'est engagé en faveur du règlement des conflits en Afrique centrale, ainsi que dans les domaines de l'environnement et de la surveillance des côtes maritimes.

53. **The Chair** noted that there were some amendments proposed by Denmark and Grenada, and proposed that Members examine the draft decision contained in paragraph 37 of document 191 EX/21 Part II and Add. She invited Members to consider adoption of paragraphs 1 and 2, to which would be added comments from Denmark. Seeing no objection, she requested Denmark to introduce its amendments.

54. **Mr Andreasen** (Denmark) proposed the following amendment: *“(a) propose UNESCO’s draft operational strategy on youth 2014-2021 as the main theme for discussion at the Youth Forum, with a view to providing recommendations for consideration at the General Conference before adoption of UNESCO’s Medium-Term Strategy for 2014-2021.”*

55. **The Chair** suggested that as long as Members were in agreement with the general tenor of the proposed amendment, the written text would be provided the next day.

56. **Mr Andreasen** (Denmark) read out the second and third comments: *“(b) consider the possibility of reducing the number of half day sessions of the proposed Leaders’ Forum, if possible, from three to two sessions, taking into account UNESCO’s programme planning cycle as well as the financial situation; and (c) reconsider the schedule of the joint meeting of commissions to ensure that the Medium-Term Strategy for 2014-2021, as well as draft resolutions with implications for two or more major programmes are examined prior to discussion in the respective programme commissions”*. He proposed concluding with a third paragraph: *“Invite the Director-General to draw up on this basis document 37 C/2 on the organization of the work of the General Conference.”*

57. **Ms Haddad** (Grenada), upon enquiry by the Chair whether she also wished to introduce a sub-paragraph, said that it was not necessary to add her comment to the decision as the Secretariat had taken note and was going to prepare another document

concerning the organization of the General Conference. If the proposal of Denmark was accepted, and there were only two half days instead of three for the Leader's Forum, perhaps an additional minute could be granted to the national statements in the general debate.

58. **The Chair** thanked the representative of Grenada, and said that the possibility would be considered. She then asked Board Members whether they had any other questions or comments on the proposed amendment by Denmark. Seeing no objections, she said that a revised decision would be prepared for adoption by the Board the following day. She then drew the attention of the Board to the last matter concerning the item being debated, i.e. paragraph 5 concerning the seating of the delegations during the 37th General Conference. It was now for the Board to draw by lot the name of the Member State that would serve as the starting point for the seating of delegations. She then invited the representative of Zimbabwe, **Mr Bhebe**, to proceed to draw the name by lot.

Lots were drawn.

The result was “Iraq”.

59. **The Chair** congratulated Iraq and requested the Secretary to take due note.

Part III: Invitations to the 37th session of the General Conference (191 EX/21 Part III)

60. **The Chair** invited Members to consider document 191 EX/21 Part III concerning invitations to the General Conference. A draft decision could be found in paragraph 9 of the document.

62. **The Secretary** said that in accordance with Rule 6.1 of the Rules of Procedure of the General Conference, the Board needed to decide by a two-thirds majority on non-Member States which would be invited to send observers to the 37th session of the General Conference, currently the Holy See and Liechtenstein, and by a simple majority on the list of international organizations to be invited.

63. **Mr Barry** (Gambia) asked about the financial implications of inviting all those organizations.

64. **The Secretary** said that there were none.

65. **The Chair** said that they were organizations that wished to be associated with UNESCO, and would bear their own costs. She then asked if the decision contained in paragraph 9 of document 191 EX/21 Part III could be considered adopted.

66. *The draft decision contained in paragraph 9 of document 191 EX/21 Part III was **adopted**.*

The meeting rose at 5.05 p.m.

SEPTIÈME SÉANCE

Vendredi 26 avril 2013 à 10 h 25

Présidente : Mme Cummins

ADOPTION OF DRAFT DECISIONS SUBMITTED TO THE EXECUTIVE BOARD (*continued*)

Programme and External Relations Commission (PX): report and draft decisions submitted to the Executive Board (191 EX/47)

Item 4 Part I: Report by the Director-General on the execution of the programme adopted by the General Conference (191 EX/4 Part I and Add. Rev., 191 EX/4.INF.2, 191 EX/4.INF.3, 191 EX/AHPG.INF)

Draft decision in paragraph 2 of document 191 EX/47

Item 5: Report by the Director-General on the follow-up to decisions and resolutions adopted by the Executive Board and the General Conference at their previous sessions

Draft decision in paragraph 5 of document 191 EX/47

Item 6: Report on UNESCO's participation in the preparations for a post-2015 development agenda (191 EX/6)

Draft decision in paragraph 6 of document 191 EX/47

Item 7: Technical and vocational education and training (TVET): report on the full mid-term review of the implementation of the strategy for TVET (191 EX/7)

Draft decision in paragraph 7 of document 191 EX/47

Item 9: Jerusalem and the implementation of 36 C/Resolution 43 and 190 EX/Decision 13¹ (191 EX/9 and Addenda)

Draft decision in paragraph 8 of document 191 EX/47

Item 10: Implementation of 190 EX/Decision 14 on "The two Palestinian sites of al-Haram al Ibrāhīmī/Tomb of the Patriarchs in al-Khalīl/Hebron and the Bilāl ibn Rabāh Mosque/Rachel's Tomb in Bethlehem"¹ (191 EX/10 and Add.)

Draft decision in paragraph 9 of document 191 EX/47

Item 13: Category 1 institutes and centres

Part I: Report by the Governing Board of the UNESCO Institute for Statistics (UIS) on the activities of the Institute (191 EX/13 Part I)

Draft decision in paragraph 10 of document 191 EX/47

Item 20: Implementation of standard-setting instruments

Part V: Report on the implementation of the International Standard Classification of Education (ISCED) (191 EX/20 Part V)

Draft decision in paragraph 11 of document 191 EX/47

Item 32: Proposals by Member States for the celebration of anniversaries with which UNESCO could be associated in 2014-2015 (191 EX/32, 191 EX/32.INF)

Draft decision in paragraph 12 of document 191 EX/47

Item 34: Implementation of 36 C/Resolution 81 and 190 EX/Decision 38 concerning educational and cultural institutions in the occupied Arab territories¹ (191 EX/34 and Add.)

Draft decision in paragraph 13 of document 191 EX/47

Item 35: Report by the Director-General on the reconstruction and development of Gaza: implementation of 190 EX/Decision 39¹ (191 EX/35 and Add.)

Draft decision in paragraph 14 of document 191 EX/47

1.1 **Ms Katagum** (Nigeria) (Temporary Chair of the Programme and External Relations Commission – PX) *in extenso*:

Madam Chair of the Executive Board, Madam President of the General Conference, Director-General, distinguished colleagues, ladies and gentlemen, I have the honour to present to you the conclusions of the 191st session of the Programme and External Relations (PX) Commission. The Commission adopted its timetable. The PX Commission examined 12 items within four scheduled sessions. The PX Commission also examined 18 items jointly with the FA Commission over seven scheduled sessions, four extended sessions and three additional sessions. Five of these items were discussed in depth by the Ad Hoc Preparatory Group whose recommendations were recalled at the time of examination of each of these points. I wish to thank the Ad Hoc Preparatory Group and especially its Chair Ms Vera Laccueilhe, representative of Saint Lucia, for the work done which helped to inform the discussions of the Commission. My oral report, Madam Chair, will cover the items examined during the sessions of the PX Commission.

1.2 Distinguished colleagues, the work of the Commission started with the examination of item 4 Part I "Report by the Director-General on the execution of the programme adopted by the General Conference". Following the introduction by the representative of the Director-General, 13 members intervened on this item. Several members commended the Secretariat for the improved format and structure of the report, welcoming the presentation and content of the executive summary and the separate sections on the two global priorities Africa and gender equality. One member, however, pointed out difficulties in the current reporting system to monitor funding allocated to activities dedicated to these two priorities. A number of members expressed their appreciation for the achievements attained across all programme areas under particularly difficult financial circumstances. As the current budgetary situation called for increased extrabudgetary funding, the quality of the brochure published to advertise the Complementary Additional Programme (CAP) was highlighted by a member as an attractive means to appeal to potential donors. Nevertheless, concern was raised regarding the growing reliance on extrabudgetary resources, which would not be sustainable and could affect the implementation of the priorities set by the governing bodies of UNESCO. Several members stated that that would need to be carefully considered when discussing the priorities of draft documents 37 C/4 and 37 C/5. Several members commended the efforts of the Secretariat to reinforce the field office network and bring UNESCO closer to the country level. While noting that the field reform in Africa was not yet completed, one member expressed concerns on the capacities of the Organization

¹ The draft decision was recommended by consensus to be adopted by the Executive Board.

to ensure appropriate staffing for the five areas of expertise of the Organization in all field offices, notably as regards social and human sciences. Regarding education, several members requested information regarding UNESCO's action plan for the "last big push" towards achieving the education for all (EFA) goals and the Millennium Development Goals (MDGs), including on the preparation of an immediate and intermediate action plan for priority countries. While highlighting the need to concentrate efforts on the EFA agenda, a number of members urged the Secretariat to also focus on EFA beyond 2015 and start preparing for the post-2015 education agenda. Further information was requested on the outcomes of the regional EFA meetings and on UNESCO's work to analyse the achievements of the EFA process. Concern was expressed regarding the high dependency on extrabudgetary funds for programme execution, in particular in the 38 priority countries. Members also stressed the importance of education for sustainable development and UNESCO's role with regard to the Global Education First Initiative (GEFI). The importance of the sustainability science framework was emphasized, as was the need to draw on the interdisciplinary and complementary approaches of the natural and social and human sciences. Regarding natural sciences in particular, concerns were raised regarding the difficulties of implementing key activities, such as the Tsunami warning system and other systems, in the current financial situation. The importance of delivering initiatives such as the Oceans Compact as effectively as possible was also stressed. Regarding the social and human sciences specifically, the Secretariat was requested to redouble its efforts and work in an integrated manner to ensure that young people were included as partners for development. Concerning culture, several members expressed concern about UNESCO's capacity to meet its statutory obligations in relation to the 15 statutory meetings scheduled for 2013 under the culture conventions and requested information on the various scenarios envisaged in this regard. Funding the meetings through extrabudgetary resources alone was not considered a sustainable approach. In this context, the importance of reviewing the work of intergovernmental bodies was emphasized. The need for the Executive Board to reflect on the possibility and desirability of funding the meetings under the regular programme was also highlighted, as was the possibility of postponing and/or re-engineering some of them. The need to set clear priorities, in particular in the context of the finalization of draft documents 37 C/4 and 37 C/5 was also emphasized. Such in-depth reflection should be initiated prior to any decision regarding the development of new normative instruments. One member called for increased focus on capacity development and policy advice through the implementation of the conventions. Several members expressed support for the initiatives undertaken by the Secretariat to safeguard cultural heritage in Mali and highlighted the importance of securing appropriate resources for that purpose. As regards UNESCO's action in Mali, one member indicated that UNESCO's other fields of competence should also not be neglected, especially in the social and human sciences. For this item, the Commission recommended the draft decision contained in paragraph 2 of document 191 EX/47. During the debate on the draft decision, members discussed the introduction of a list of activities for which extrabudgetary funds would be sought. While it was decided not to include such a list, some members wished to refer specifically to the statutory meetings scheduled in 2013, notably those on the Convention on the Means of Prohibiting and Preventing

the Illicit Import, Export and Transfer of Ownership of Cultural Property (1970) and the Convention on the Protection and Promotion of the Diversity of Cultural Expressions (2005), and other conventions, concerning practical initiatives for the last big push to achieve the EFA goals, field activities and UNESCO's leading role on tsunami warning systems.

1.3 The next item examined by the Commission was item 5 "Report by the Director-General on the follow-up to decisions and resolutions adopted by the Executive Board and the General Conference at their previous sessions", Part II "Draft open access policy concerning UNESCO publications", and Part III "Cooperation between UNESCO and the Global Geoparks Network". Eleven members intervened on Part II of this item and welcomed the proposed draft open access policy for UNESCO publications with the aim of improving access to knowledge and encourage innovation. Members underlined the potential of adopting such a policy to increase the Organization's credibility and visibility and reaffirmed the importance for UNESCO of being the first United Nations agency to implement open access for its publications considering that UNESCO had a unique mandate and should maintain strong leadership in this field. To this end, it was requested that all stakeholders engaged in the open access debate be informed of the launch of the open access policy at UNESCO, including sister United Nations agencies. Further clarification was requested in relation to the financial and budgetary implications of the implementation of the proposed draft policy, namely the financial losses and gains and the source of financing. In this regard, some members were of the opinion that the policy should be included in draft document 37 C/5 and funded entirely from the regular budget while capitalizing on existing activities already being implemented by the Communication and Information Sector. Information was also requested on the possibility for UNESCO to sign the Berlin Declaration on Open Access to Knowledge in the Sciences and Humanities (2003). As regards Part III, 16 members and three observers took the floor. Members expressed their support for progress made towards formalizing the relationship with the Global Geoparks Network (GGN). Many members underlined that GGN helped to promote local sustainable development through tourism and a bottom-up approach and also contributed to education and research in the earth sciences. Underlining the opportunity for private partnerships, most members welcomed cooperation with main partners such as the International Union of Geological Sciences (IUGS), while requesting further information on the type of partnerships foreseen, and underlining that the leadership should remain with UNESCO. Moreover, GGN was deemed complementary to other flagship activities of UNESCO such as the Man and the Biosphere (MAB) Programme and natural World Heritage sites, and synergy among those programmes was encouraged. The limited financial implications were stressed since the initiative would function on the basis of existing self-sustaining structures, while bringing strong brand recognition to the sites, thus reinforcing UNESCO's visibility. Members looked forward to the report to be submitted to the 192nd session of the Executive Board, which would include concrete operational guidelines. One member complained of lobbying by the unit working on Geoparks. For this item, the Commission recommended the draft decision contained in paragraphs 4 and 5 of document 191 EX/47.

1.4 The Commission then examined item 6 "Report on UNESCO's participation in the preparations for a post-

2015 development agenda”. Seventeen members intervened on this item. Overall, members expressed support for UNESCO’s engagement in the post-2015 process. Clarifications were sought on UNESCO’s strategy for contributing to this process, including on partnerships envisaged. Speakers welcomed national and regional consultations and emphasized the need for a bottom-up approach including all relevant stakeholders, civil society and private actors. A number of representatives stressed the importance of youth, and called for more emphasis on youth in the post-2015 process. The need to focus on key areas where the Organization had a comparative advantage was underlined. In this regard, a number of members stressed the importance of education in a new development agenda, notably quality education and education for sustainable development, and highlighted the special contribution of education for all (EFA) to that end. Several members echoed the need to step up efforts to implement the “unfinished” EFA agenda, and highlighted the need for UNESCO to accelerate the EFA assessment and review processes, so as to generate the necessary information and learn lessons to feed into the preparation of the post-2015 education agenda. The need to consider emerging challenges specific to regional, subregional and national settings was underscored in this context. In addition, while commending UNESCO for the work accomplished thus far, within the context of the Global Thematic Consultation on Education, which the Organization was co-leading with UNICEF, it was emphasized that UNESCO should strengthen its leadership role by capitalizing on initiatives such as the Global Education First Initiative (GEFI) and helping to set new goals and indicators, thanks to the *EFA Global Monitoring Report (GMR)* and the statistical work of the UNESCO Institute for Statistics (UIS). UNESCO was also requested to make full use of its expertise in the sciences to contribute to the post-2015 agenda. In this regard, clarification was requested on the role of the Secretary-General’s Scientific Advisory Board in support of achieving the MDGs. This mechanism was seen as an opportunity for UNESCO to contribute to the post-2015 agenda, as was the Oceans Compact. Moreover, appreciation was expressed for the work carried out in the area of water security and the possible contribution that the International Hydrological Programme (IHP) could make for a new development agenda was underlined. The contribution to the Global Thematic Consultation on Water and the Global Thematic Consultation on Environmental Sustainability was welcomed and it was noted with satisfaction that UN-Water had entrusted UNESCO with leading the International Year of Water Cooperation (2013). Finally, some representatives also highlighted the importance of culture for development in the post-2015 development agenda and knowledge societies. For this item, the Commission recommended the draft decision contained in paragraph 6 of document 191 EX/47. During the discussion on the draft decision, while the pivotal importance of education in the post-2015 development agenda was highlighted, the importance of the contributions of the sciences, culture, and communication and information was also stressed. In addition, one member emphasized the need for UNESCO to define the participation methods of national commissions and other target groups in the activities of the United Nations Development Group (UNDG).

1.5 As regards item 7 “Technical and vocational education and training (TVET): report on the full mid-term review of the implementation of the strategy for TVET”, 10 members intervened on this item. Members welcomed

the report and acknowledged the progress made. Overall, they supported the core areas proposed in view of the revision of the strategy, in particular the strengthening of work on statistics and indicators, the establishment of a task force on the recognition of qualifications and quality assurance, the reinforcement of global networking and knowledge sharing in the UNESCO International Centre for Technical and Vocational Education and Training (UNEVOC) and the contribution to the post-2015 agenda. Some members noted the reflection of the outcomes of the Third International Congress on TVET and others pointed out that linkages with other initiatives such as education for all (EFA) and education for sustainable development (ESD) were key. It was stressed that TVET should not be considered in a narrow sense. In this regard, the importance of linking TVET as part of lifelong learning systems and its relevance for the labour market and employability was emphasized. Some members indicated that TVET should be included in the national EFA assessments. Moreover, several members welcomed the increased focus of the strategies on youth and women. It was underlined that the Southern Africa subregional cooperation approach to the recognition of qualifications enhanced the efficiency of UNESCO’s work. While expressing satisfaction with the good functioning of the UNEVOC network, clarification was sought on the status of applications for membership. Further information was also requested on the selection criteria applied for the target countries benefitting from policy advice and capacity-building activities, while expressing the wish to enlarge the number of target countries. In this regard, considering limited resources, it was recommended to focus on subregional and regional actions in view of cost-efficiency. For this item, the Commission recommended the draft decision contained in paragraph 7 of document 191 EX/47.

1.6 Concerning item 13 “Category 1 institutes and centres”, Part I “Report by the Governing Board of the UNESCO Institute for Statistics (UIS) on the activities of the Institute”, four members intervened on this item. Members expressed concern and requested further information on the effects of the suspension of the Literacy Assessment and Monitoring Programme (LAMP) activities and the repercussions for the capacity-building activities in the Caribbean region, the effect of the staff cuts on the activities of the programme, and the rationale for the selection of countries and regions for certain activities of the Institute. One member expressed particular concern that in view of cost-effectiveness due to the financial situation, prioritization of activities was needed, reiterating that statistics should be considered a priority activity of UNESCO. For this item, the Commission recommended the draft decision contained in paragraph 10 of document 191 EX/47.

1.7 The work of the Commission continued with the examination of item 20 “Implementation of standard-setting instruments”, Part V “Report on the implementation of the International Standard Classification of Education (ISCED)”. There were no interventions on this item. For this item, the Commission recommended the draft decision contained in paragraph 11 of document 191 EX/47.

1.8 As regards item 32 “Proposals by Member States for the celebration of anniversaries with which UNESCO could be associated in 2014-2015”, four members took the floor. Members welcomed the flexibility applied to the proposal submission process thanks to the extended deadline and expressed satisfaction with the increased

number of anniversaries, which helped to enhance the visibility of this programme. Concern over the low representation of the Africa and Arab States regions among the anniversaries proposed was underlined and clarification was sought on potential reasons for such discrepancies between regions as well as the selection criteria. Information on regular programme costs linked to this programme was also requested, and one member felt that an evaluation of UNESCO's action with regard to anniversaries would be timely. For this item, the Commission recommended the draft decision contained in paragraph 12 of document 191 EX/47.

1.9 Distinguished members, as regards items **5 Part I, 9, 10, 34** and **35** related to the Middle-East, three observers made statements which are annexed to the oral report and therefore will be made available in the summary records of this session of the Executive Board. Draft decisions were presented after the agreement was reached by the concerned parties. Therefore, the Commission adopted the related draft decisions by consensus and by acclamation. I wish to express my sincere thanks to the concerned parties for their cooperation and positive spirit which led to this key achievement and to all stakeholders who facilitated the discussions. We remain confident and supportive of the concerned parties to continue this fruitful dialogue. For these items, the Commission recommended the draft decisions contained in paragraphs 3, 8, 9, 13 and 14 of document 191 EX/47.

1.10 Madam Chair, distinguished colleagues, the debates that we witnessed in the PX Commission were intensive, and it would have been almost impossible for me to capture every aspect of the debates in this report. I ask for your understanding if I have inadvertently overlooked some details in my attempt to summarize the debates. I would like to take this opportunity to express my sincere thanks to the distinguished members of the PX Commission for their dedication to the work, and for the cooperation and understanding demonstrated throughout the work of our Commission. I would also like to thank the Director-General, who, with the help of the Assistant Director-General, provided the Commission with pertinent information and documents and useful explanations and clarifications. I would like to extend special thanks to our technical assistants, the room clerks, the typists and the interpreters and translators, without whom we could not complete our work. Finally, I would like to thank you, Madam Chair, for your insightful guidance, personal commitment and support for the work of the PX Commission, which made it possible for the Commission to conclude our work successfully.

1.11 Distinguished members, when I was first approached to take on the responsibilities of chairing this Commission, with hardly any notice, in place of Ambassador Adoua who had been called away suddenly in rather unhappy circumstances, what guided my immediate, positive response was more the dictate of personal and friendly concern than anything else; there was also the readiness to face new challenges. My reward during these two weeks has been the discovery of your commitment, all of you, to the cause of UNESCO, and particularly your ready and generous willingness to work together for our success. Your cooperation and generous support has been most invaluable to me. For this I want to heartily thank you all for our success, together. It is in the same spirit that I thank the staff, the secretariat of the Commission – Meriem Bouamrane, Sunday Fadina, Alexandros Makarigakis, Martha Milanzi Nguni, Caroline

Munier and Davide Storti, in addition to the interpreters for their round-the-clock efforts in assuring the smooth running of the meetings. I thank you all for your kind attention.

2. **The Chair** thanked the Chair of the PX Commission for his excellent, comprehensive and concise report. She recalled that pursuant to Rule 47 of the Rules of Procedure of the Executive Board, the Board should adopt the entire set of draft decisions recommended by each plenary commission as a whole unless Board Members requested that a specific decision be adopted separately. Seeing no such requests, she took it that the Board wished to adopt the entire set of draft decisions contained in documents 191 EX/47.

3. *It was so **decided**.*

4. **Ms Laccœuilhe** (Saint Lucia) congratulated the Director-General, the Chair and the Bureau on their hard work in achieving the extraordinary breakthrough in negotiating the draft decision relating to Palestine.

5. **Mr Barkan** (Permanent Delegate of Israel to UNESCO) stated that his delegation had accepted the proposal made by the Director-General and the representatives of the United States of America and the Russian Federation, guided by its firm belief in UNESCO's mission. He called for the urgent depoliticization of the Organization's work, noting his country's willingness to contribute to such a process, which he hoped would allow UNESCO to better focus on its mission to protect cultural heritage, notably in the Syrian Arab Republic. He thanked the Board Members for their work in achieving an agreement, particularly the representatives of the United States of America, the Russian Federation, Brazil and Canada for their commitment to UNESCO and its values.

6. **M. Sanbar** (Délégué permanent de la Palestine auprès de l'UNESCO), prenant la parole au nom de la Jordanie et de la Palestine, salue le pas décisif qui a été franchi tout en rappelant que de nombreuses décisions sont restées sans application concrète pendant de longues années. S'il se félicite de l'accord auquel les parties concernées sont parvenues, il considère qu'il est désormais fondamental d'assurer le succès de cette mission et de faire en sorte qu'elle débouche sur des résultats concrets, en respectant les règles sur lesquelles les parties se sont entendues, dans un esprit de collaboration positive et de responsabilité. Il indique par ailleurs que la décision prise par sa délégation a été accueillie par une tempête médiatique, des critiques très dures ayant été émises, mais déclare ne pas s'en inquiéter, non pas par mépris d'une partie de l'opinion, mais parce qu'il est convaincu que la décision prise est juste et politiquement bonne. L'important sera donc, à travers la réussite de cette mission et les résultats obtenus, de démontrer que ce choix était juste et dans l'intérêt des peuples des parties concernées car, si les questions traitées à l'UNESCO peuvent parfois paraître abstraites, elles concernent des millions d'hommes, de femmes et d'enfants. Pour conclure, l'orateur adresse ses remerciements à la Directrice générale, à la Présidente du Conseil exécutif, ainsi qu'aux parties concernées, pour qui la décision n'a pas été facile à obtenir. À cet égard, l'appui d'un très grand nombre d'États membres de l'UNESCO s'est avéré utile et d'un grand réconfort, et il le sera encore pour relever le prochain défi, à savoir la réussite réelle et effective de la mission.

7. **Mr Killion** (United States of America) commended the Organization's exceptional achievement

of reaching the agreement to avoid divisive votes on decisions at Board meetings and at the forthcoming meeting of the World Heritage Committee, endorsing the new approach adopted by Israel, Jordan and Palestine to ensure the preservation of shared cultural history in the Middle East. The agreement, achieved through dialogue and cooperation, represented major progress towards overcoming politicization at UNESCO, improving communication and trust, and adopting a more constructive approach to cultural heritage issues. He congratulated the Russian representative, Ms Mitrofanova, for her help in facilitating negotiations and for the tremendous leadership of her delegation at the 190th session of the Executive Board, when it had moved to adjourn the five decisions relating to the occupied Arab territories, which had helped to break the Organization's damaging cycle of politicization and return it to positive, consensus-driven action. He also commended the work of the Director-General and the Chair in brokering the unprecedented agreement, which represented a great step towards fulfilling UNESCO's mandate.

٨ أعرب السيد الرئيس (المملكة العربية السعودية) عن سعادته بالتوصل إلى قرار إرسال البعثة، وذكر بما قاله في الدورة السابقة، وهو أن الأطراف المعنية، ولا سيما فلسطين والأردن، على استعداد للتخلي ليس فقط عن خمسة قرارات بل حتى عن خمسين قراراً مقابل أن تذهب البعثة إلى القدس المحتلة. وأكد أن هذه السعادة لن تكتمل إلا عندما تنطلق البعثة فعلاً وفق الشروط والتفاصيل التي وضعت في القرار وفي الاتفاق المشترك، وقال إنه لا يستشرف تشاؤماً ولكنه يرى أن الإخلال بهذه الشروط المتفق عليها سيؤدي إلى زوال هذه السعادة وتحويلها إلى خيبة أمل. واستشهد في هذا الصدد بما قاله ممثل فلسطين، وهو أن الكثير من القرارات التي اعتمدت لم تنفذ على الإطلاق، معرباً عن أمله في أن تنجح هذه البعثة في أداء مهامها. ووجه في الختام جزيل الشكر إلى جميع الأطراف المعنية والأطراف الميسرة، ولا سيما إلى المديرية العامة التي بذلت جهوداً حثيثة لتيسير هذه البعثة، وكذلك إلى رئيسة المجلس التنفيذي.

(8) **M. Aldrees** (Arabie saoudite) se félicite de la décision d'envoyer la mission et rappelle ce qu'il a dit durant la dernière session, à savoir que les parties concernées, notamment la Palestine et la Jordanie, sont prêtes à renoncer non pas à cinq mais à cinquante décisions en l'échange de l'envoi de cette mission à Jérusalem occupée. Sa joie ne sera cependant pas totale tant que la mission n'aura pas vraiment démarré dans le respect des conditions et des détails énoncés dans la décision et l'accord conjoint. Sans vouloir être pessimiste, il estime que le non-respect des conditions convenues transformera cette joie en déception. Rappelant à ce sujet les propos du représentant de la Palestine, à savoir que nombre de décisions adoptées n'ont jamais été suivies des faits, il forme l'espoir que la mission réussira à s'acquitter de son mandat. Pour conclure, il remercie vivement toutes les parties concernées et les facilitateurs, notamment la Directrice générale, qui a inlassablement œuvré en faveur de l'envoi de cette mission, ainsi que la Présidente du Conseil exécutif.

٩ توجه السيد عمرو (مصر) في البداية بخالص الشكر إلى المديرية العامة على الجهود التي بذلتها في سبيل التوصل إلى هذه النتيجة الإيجابية، كما أعرب عن شكره الجزيل لما بذلته رئيسة المجلس التنفيذي والأطراف المعنية من جهود بناة للوصول إلى هذه النتيجة. وأعرب عن أمله في أن يجري تنفيذ مهام البعثة تنفيذاً كاملاً طبقاً لما تم الاتفاق عليه وبحسن نية بحيث تعود البعثة وترفع تقاريرها إلى المجلس لكي يتسنى لأعضائه الاضطلاع بمهامهم على الوجه الأكمل. وشدد على أن اضطلاع المجلس

التنفيذي لليونسكو بمهامه لا يمكن أن يوصف بأنه تناول سياسي للمسائل، ورأى أن الدور الذي يقوم به أعضاء المجلس يندرج في صميم اختصاص المنظمة المتمثل في صون مواقع التراث الثقافي وحماية المؤسسات التعليمية في العالم أجمع، وأنه ينبغي الحرص على هذا الدور في تناول هذه المسألة وجميع المسائل الأخرى. وكرر في الختام شكره لجميع من ساهم في إنجاح المساعي المتعلقة بهذه البعثة، وأعرب عن أمله في يكون ذلك خطوة إيجابية على طريق مستقبل عمل المجلس التنفيذي والمنظمة.

(9) **M. Amr** (Égypte) remercie vivement la Directrice générale des efforts qu'elle a déployés pour parvenir à ce résultat positif, ainsi que la Présidente du Conseil exécutif et les parties concernées de leurs efforts constructifs. Il espère que la mission pourra s'acquitter totalement de son mandat conformément à ce qui a été décidé et dans un esprit de bonne foi, ce qui lui permettrait, dès son retour, de soumettre ses rapports au Conseil exécutif. Les membres du Conseil pourraient alors jouer pleinement leur rôle, lequel ne peut être analysé à travers le prisme de la politique, puisqu'il est au cœur du mandat de l'Organisation consistant à préserver les sites du patrimoine culturel et à protéger les institutions éducatives dans le monde entier. Le Conseil se doit donc de jouer son rôle s'agissant de la question à l'examen et de toutes les autres questions. Pour conclure, l'orateur remercie à nouveau tous ceux qui ont contribué à faire aboutir les efforts liés à cette mission et espère qu'il s'agit là d'une étape positive pour l'action future du Conseil et de l'Organisation.

10. **Г-жа Митрофанова** (Российская Федерация) благодарит Палестину, Израиль и Иорданию за проявленную добрую волю. В условиях сложного политического процесса на Ближнем Востоке это большой прорыв и хороший пример того, как коллективные усилия и воля, направленные в одну сторону, могут решать такие сложные политические проблемы. Оратор еще раз выражает благодарность послам Палестины, Иордании и Израиля за то, что им удалось убедить свои столицы в необходимости данного позитивного шага.

(10) **Ms Mitrofanova** (Fédération de Russie) remercie la Palestine, Israël et la Jordanie pour la bonne volonté qu'ils ont manifestée. Dans le contexte d'un processus politique difficile au Moyen-Orient, cela représente une grande avancée et un bel exemple de ce que les efforts collectifs et la détermination orientés dans une même direction peuvent parvenir à résoudre des problèmes politiques d'une aussi grande complexité. L'oratrice exprime une fois de plus sa reconnaissance aux ambassadeurs de la Palestine, de la Jordanie et d'Israël pour être parvenus à convaincre leurs capitales respectives de la nécessité d'accomplir ce pas décisif.

11. **The Chair** thanked the Board Members for their for their active efforts to seek a solution, notably the representative of the Russian Federation for her direct intervention at the 190th session and the representatives of the United States of America and the Arab States group for their support. She congratulated Palestine, Jordan and Israel, the States Parties to the agreement, on their courageous decision, and looked forward to seeing positive results at the 37th session of the World Heritage Committee in June 2013 and at the 192nd session of the Executive Board.

Special Committee (SP): report and draft decision submitted to the Executive Board (191 EX/45)

Item 16: Follow-up to the independent external evaluation of UNESCO

Part IV: Follow-up to the report of the Joint Inspection Unit (JIU) on the management and administration of UNESCO (191 EX/16 Part IV; 191 EX/16.INF.2)

Item 38 : Proposed amendment to Rule 59 of the Rules of Procedure of the Executive Board (191 EX/38 Rev)

Draft decision in paragraph 5 of document 191 EX/45

12.1 **Mr Budjaku** (the former Yugoslav Republic of Macedonia) (Chair of the Special Committee – SP) *in extenso*:

Madam Chair of the Executive Board, Madam President of the General Conference, Madam Director-General, excellencies, ladies and gentlemen, I am pleased to present my report on the work of the Special Committee as regards item 16 “Follow up to the report of the Joint Inspection Unit (JIU) on the management and administration of UNESCO” (191 EX/16 Part IV and 191 EX/16.INF.2) and item 38 “Proposed amendment to Rule 59 of the Rules of Procedure of the Executive Board” (191 EX/38 Rev) submitted by the United Kingdom. The Special Committee successfully completed its work on these two items during its two meetings held on Friday 12 April 2013. The Committee continued to advocate for a paper-light approach, and consequently made its documents available electronically prior to the sessions. Most of the Committee’s attention was devoted to addressing Part A and Part B of item 16. The view of the Committee was that the matters addressed in Part C lay outside the scope of the Committee’s mandate, and should be addressed at the joint meeting of the Finance and Administrative (FA) Commission and the Programme and External Relations (PX) Commission. The second item on our agenda, item 38, was a significant contribution to furthering the Board’s ability to make informed decisions. The focused nature of item 38, which was introduced by my colleague Ambassador Sudders, was appreciated by all members, enabling the Committee to quickly adopt a draft decision. I will now share with you in more detail the results of our work on each of these two items.

12.2 With regard to item 16, Member States thanked the Secretariat for the oral presentations made by the representative of the Director-General, Mr Keuppens, the Director of the Internal Oversight Service (IOS) and by the Director of the Governing Bodies Secretariat (GBS), Mr Millward. Member States expressed appreciation for the report prepared by the Secretariat and the insights it provided, towards enabling stock-taking of the achievements made in response to the recommendations of the Joint Inspection Unit (JIU) and the independent external evaluation of UNESCO (IEE). Yet, some errors or inconsistencies were noticed in the documents. It was also underlined that the information provided should better reflect the issues raised by the recommendations of the IEE. Consequently, several Member States called for bolder efforts by the Secretariat to implement the JIU and IEE recommendations and provide more incisive and analytical assessments so as to identify and orient further-reaching enhancements to the governance structure. Concerning governance issues and notwithstanding the progress made, it was recalled that many of the problems and challenges identified in the current JIU and IEE reports had already been addressed in some 15

governance reform studies undertaken by the Organization since the early 1990s. While there was certainly a role for the Secretariat in advancing the reforms, members of the Special Committee recognized that there were, however, some aspects of the reform recommendations process which lay beyond the Secretariat’s action and required concerted decisions by Member States. The report of the Secretariat indicated that some 33 intergovernmental bodies had been created, ranging from category 1 institutes to convention-monitoring bodies and programmes. Significant differences exist between these bodies, as reflected by their varying levels of autonomy, governance structures, financing and operational modalities and their operating costs. While there is a perception of overlap, duplication and functional conflicts between the governing bodies and the work of the Secretariat, it appears that in some cases this view is not justified. As reported in some cases, closer examination reveals critical differences in these bodies’ function, scope and specialization. With a view to assisting the governing bodies in reforming their structures, it was therefore considered crucial by the members of the Special Committee that areas of overlap be better mapped and quantified. Consequently, other performance criteria that could help the governing bodies to benchmark the reform process were also needed, where requested. The Secretariat was called on to lead this review process. Consequently, there was a wide consensus among members of the Special Committee that creating a working group or membership panel as proposed in document 191 EX/16 Part IV, paragraph 15 would be counterproductive. Concerning cost reduction associated with governance issues, it is worth recalling that the Special Committee gave considerable attention to this issue at the 190th session of the Board, when it was strongly underlined that the scope for future cuts under the current structure had perhaps been attained. Several members therefore sought clarification over whether further cuts would be pursued. Members also wished to understand what impact further cost-saving measures could have, first on the resources available to staff to carry out the Organization’s mission, and secondly, on the staff itself. To sum up, members of the Special Committee called for a clear vision and final target enabling to better structure the debates and recommendations on this subject. A number of innovations led by Member States to support more effective governance and to contain costs were highlighted. These included the establishment of informal working groups such as the “Friends of the Chair” which provided a space, outside the plenaries, for joint drafting of resolutions and negotiations. The adoption of such practices reduces the debates by minimizing the need for extended sessions and incidental charges. Considerable attention was also given to approaches that could be utilized to reduce the cost associated with statutory meetings. The Secretariat considered as an option the practice followed by other United Nations bodies whereby Member States met the cost of statutory meetings through extrabudgetary contributions. Several members, however, underlined the role of statutory meetings as a core activity of the Organization, which should be met through the regular programme allotments. Cost-cutting measures such as (1) the use of virtual meetings, (2) encouraging Member States to forego daily subsistence allowance and statutory travel grants, and (3) the hosting of statutory meetings away from UNESCO Headquarters, were discussed. However, these innovative approaches are not without their challenges. For instance, it was mentioned that in some cases the hosting of meetings away from UNESCO actually led to higher costs.

Furthermore, as all countries are not equally able to host statutory meetings, Committee members felt that this option presented a potential adverse risk for compromising the independence of the statutory bodies. Several members expressed concern over the perceived potential for mandate and budgetary creep resulting from decisions made by the intergovernmental bodies and their subsidiaries. The Director of the Governing Bodies Secretariat and the Legal Adviser explained in detail the control mechanisms that prevented such creeps, mainly by reminding the Committee members that the budget ceiling under which all programme activities were implemented was decided by the General Conference. However, it was the view of the Committee that the application of these control measures was not always well understood or apparent to Member States. For example, it appears to be a presumption among many Member States that recommendations of the statutory bodies presented to General Conference have a *de facto* "right" of approval. Member States therefore felt it important to reassert the pre-eminence of the General Conference's decision-making role and make explicit the operations of the various controls applied to the budgetary ceilings. Madam Chair, this particular issue was captured in the draft decision prepared by the Special Committee on this item and transmitted to the joint meeting of the PX and FA Commissions for consideration.

12.3 I now turn to the second item on our agenda, item 38 "Proposed amendment to Rule 59 of the Rules of Procedure of the Executive Board" (191 EX/38 Rev.), submitted by the United Kingdom. The Special Committee appreciated the introduction of item 38 by Ambassador Sudders. This item and the related draft decision sought to give informed consideration to structural changes in the Organization that the Director-General contemplates making, and to provide, when consulting the Executive Board, information on the financial, administrative, policy and legal implication of the proposed changes in writing. The draft decision was therefore approved with minor changes. Madam Chair, when examining the draft decision, members of the Special Committee wished to recommend the Executive Board to take into consideration, in the course of the updating of the terminology of the Rules and Regulations of the Executive Board, an adequate gender balance in the naming of the Director-General. That is to say, each time the Director-General is mentioned by the pronoun "he", the pronoun "she" must be added. The revised proposed decision for item 38, taking into account this wish to update the language, is submitted for consideration and adoption by the plenary session of the Executive Board. As you have witnessed from my report, Madam Chair, the members of the Special Committee continue to advance efforts aimed at contributing to budget rationalization and enhancing the effectiveness and efficiency of the governance structures. Notwithstanding the short duration of our Committee session, the debates were extremely fruitful and have identified new avenues for improving the governance arrangements. This was made possible thanks to the commitment of all members of the Committee and the productive responses of the representative of the Director General and of his colleagues. Madam Chair of the Executive Board, in my capacity as Chair of the Special Committee, I will take on board all recommendations made by my distinguished colleagues whenever appropriate in the preparation of our next sessions. To this aim, I have expressed my wish to continue our work between the sessions of the Executive Board. With this, Madam Chair, dear colleagues, I have come to the end of

my report. Before finishing, kindly allow me to express my gratitude to my colleagues in the Special Committee, and especially my dear colleague Mr Alisher Ikramov, the representative of Uzbekistan, for his willingness to take on the role of Temporary Chair. His readiness to cooperate was greatly appreciated. I would also like to thank the representative of the Director-General and his colleagues for their support in the accomplishment of our mandate. Thank you very much Madam Chair.

13. **The Chair** thanked the Chair of the Special Committee for his clear and concise report, and invited the Members of the Board to make comments.

14. **Mme Da Rocha** (Brésil) demande si les rapports oraux des Présidents des Commissions et Comités seront mis à la disposition des membres du Conseil.

15. **The Chair** confirmed that all of the oral reports would be made available as part of the summary records of the present session. She recalled that the draft decision concerning item 16 had been transmitted to the joint meeting of the Finance and Administrative (FA) Commission and the Programme and External Relations (PX) Commission for examination. Seeing no objections, she took it that the Board wished to adopt the draft decision on item 38 contained in paragraph 5 of document 191 EX/45.

16. *It was so decided.*

17. **The Chair** thanked the Chair of the Special Committee, the Temporary Chair of the Special Committee and the members of the Special Committee for their laudable work.

**Committee on Non-Governmental Partners (NGP):
report and draft decision recommended to the
Executive Board (191 EX/44)**

**Item 31: Relations with non-governmental partners
(191 EX/31)**

Draft decision in paragraph 5 of document 191 EX/44

١٨.١ السيد الدريس (المملكة العربية السعودية) (الرئيس المؤقت للجنة المختصة بالشركاء غير الحكوميين) *النص الكامل:*
السيدة رئيسة المجلس التنفيذي، السيدة رئيسة المؤتمر العام، السيد نائب المديرية العامة، الزملاء الأعضاء، السيدات والسادة الكرام، إنه لشرف وامتنان لي أن أقدم نتائج أعمال الدورة الحادية والتسعين بعد المائة للجنة المختصة بالشركاء غير الحكوميين إلى الأعضاء المشاركين في الجلسة العامة للمجلس التنفيذي، وذلك بالنيابة عن رئيس اللجنة، صاحب السعادة السيد مصطفى مسعد، وزير التعليم العالي وممثل جمهورية مصر العربية في المجلس التنفيذي.

١٨.٢ لقد عقدت اللجنة المختصة بالشركاء غير الحكوميين اجتماعاً في يوم الخميس ١١ نيسان/أبريل ٢٠١٣ ودرست البند ٣١ - العلاقات مع الشركاء غير الحكوميين. وعملاً بأحكام المادة ١٦.٢ من النظام الداخلي للمجلس التنفيذي، انتخبنتي اللجنة رئيساً مؤقتاً لها. ووفقاً للجدول الزمني المعتمد، خُصص الاجتماع الصباحي لدراسة المسائل التي ترتبط ارتباطاً مباشراً بالتوجهات المتعلقة بالشراكة بين اليونسكو والمنظمات غير الحكومية. واستمعت اللجنة إلى العرض المعق والشامل الذي قَدّمه ممثل المديرية العامة، السيد إريك فالت، والذي تطرق فيه بوجه خاص إلى مسائل قبول أو إعادة تصنيف المنظمات غير الحكومية الشريكة والعلاقات مع المؤسسات، وإلى نتائج المؤتمر الدولي للمنظمات غير الحكومية الذي عُقد في كانون الأول/ديسمبر ٢٠١٢ وعملية متابعة هذا المؤتمر. كما ألقى الرئيس الجديد للجنة الاتصال بين المنظمات غير الحكومية واليونسكو، السيد غالوه، كلمة أمام اللجنة تناول فيها التوجهات الجديدة فيما يخص العمل الجماعي

للمنظمات غير الحكومية وكذلك الاتجاهات الرئيسية للمساهمة الجماعية للمنظمات غير الحكومية في عملية إعداد مشروعَي الوثيقتين م/٤ و م/٥.

١٨٠٣ وأظهر النقاش بوضوح أن التغييرات التي شرع فيها خلال السنتين الماضيتين، وأبرزها التوجيهات الجديدة التي اعتمدت في عام ٢٠١١، بدأت تؤتي ثمارها. وأعرب أعضاء اللجنة للجهات المعنية بوجه عام عن التقدير للتقدم المحرز في تنشيط التعاون مع المنظمات غير الحكومية، وتوسيع نطاق هذه الشراكات وجعلها أكثر تركيزاً وتوجهاً نحو العمل وبالمثل، اعتبرت نتائج المؤتمر الدولي للمنظمات غير الحكومية، الذي يمثل الحدث الرئيسي للمنظمات غير الحكومية التي تقيم مع اليونسكو علاقات شراكة رسمية، إيجابية ومشجعة للغاية بالنسبة إلى المستقبل.

١٨٠٤ ورحب عدة أعضاء بالجهود التي بُدلت لزيادة التوازن الإقليمي وتعزيز التنوع بين المنظمات غير الحكومية الشريكة بوجه عام، وفي إطار لجنة الاتصال بوجه خاص، كما شجعوا بشدة على بذل كل الجهود الأخرى الكفيلة بأن تساعد على تحقيق هذين الهدفين. وفيما يتعلق بأفريقيا على سبيل المثال، جرى تحديد منظمات غير حكومية جديدة بوصفها ممثلة للمجتمع المدني في أفريقيا، وأجريت معها سلسلة من الاتصالات، وتم قبول بعض المنظمات غير الحكومية الجديدة، والعمل جارٍ لاستعراض عدد من الطلبات الجديدة. وستؤدي المكاتب الميدانية واللجان الوطنية دوراً هاماً في هذا الصدد. فمثلما تم التشديد عليه في إطار استنتاجات فريق العمل الثلاثي المفتوح العضوية المعني باستعراض تعاون أمانة اليونسكو مع اللجان الوطنية، وهي استنتاجات يبحث فيها المجلس التنفيذي في دورته الحالية، يتعين على اللجان الوطنية أن تسهم في تعزيز شراكة اليونسكو مع المنظمات غير الحكومية عن طريق تحديد شركاء غير حكوميين جدد راغبين في الانضمام إلى شبكة اليونسكو للمنظمات غير الحكومية ومساعدتهم.

١٨٠٥ وفي إطار إعداد الوثيقتين م/٤٣٧ و م/٥٣٧، أعرب بعض الممثلين عن تقديرهم لتركيز المنظمات غير الحكومية على الشباب بوصفهم قوة دافعة رئيسية لتحقيق التنمية، ورحب البعض الآخر منهم بالالتزام الواضح الذي يتجلى في مشروع الوثيقة م/٥ فيما يخص وضع آلية فعالة لرصد الشراكات مع المنظمات غير الحكومية وتقييمها.

١٨٠٦ السيدة الرئيسة، أعضاء المجلس الأفاضل، إن الجزء الثاني من أعمال اللجنة ارتبط على نحو أوثق بالوظيفة التي تؤديها اللجنة بوصفها محفلاً للنقاش وتبادل المعلومات. وأتاح هذا الجزء لأعضاء اللجنة فرصة قيّمة لاكتساب المزيد من المعلومات عن التعاون القائم بين اليونسكو والمنظمات غير الحكومية في مجال المياه. وعرضت مساعدة المديرية العامة للعلوم الطبيعية ومديرية قسم علوم المياه أنشطة التعاون الجارية وشدتها على أهمية دور المجتمع المدني في تحقيق أهداف اليونسكو في مجال العلوم الطبيعية. وأشارت بوجه خاص إلى أن الشراكات القائمة مع بعض المنظمات غير الحكومية تعود إلى أكثر من ٥٠ سنة وأن هذا التعاون ساعد على تحقيق تحسين كبير في الأنشطة التي تنفذها اليونسكو في مجال المياه العذبة. وتلى عروض الأمانة عرض قدمه رئيس معهد اليونسكو للتعليم في مجال المياه القائم في دلفت وعروض أخرى قدمها ستة من الشركاء غير الحكوميين تناولت تجارب ملموسة للتعاون مع المنظمة في مجال المياه. وترد قائمة بأسماء هؤلاء الشركاء في الوثيقة ١٩١ م/٤٤ الموجودة أمامكم، مع الإشارة إلى أن بعضاً منهم شارك في النقاش بالاتصال المرئي المباشر. وشدّد جميع الشركاء على أن التعاون مع اليونسكو هو عامل حاسم فيما يتعلق بالإسهام في بناء السلام من خلال التعليم في مجال المياه وإدارة الموارد المائية، والحد من الأخطار المتصلة بالمياه (حالات الجفاف والفيضانات)، وتعزيز البحوث العلمية ونشر المعلومات عن المياه العابرة للحدود، ورسم السياسات على جميع المستويات وتوليد الإرادة السياسية في مجمل المجالات المتعلقة بالمياه. وشدّد ممثلو الدول الأعضاء في إطار النقاش على الدور الهام للمنظمات غير الحكومية في مساندة اليونسكو، وبخاصة لمساعدة المجتمعات المحلية على إدارة الموارد المائية وحل المشكلات. وطُرحت بعض الأسئلة بشأن موقف الشركاء غير الحكوميين إزاء أولويات اليونسكو في مجال التعليم، ولا سيما الأولويتين المتمثلتين في الشباب والمساواة بين الجنسين. وتناول عدد من ممثلي المنظمات غير

الحكومية الكلمة لتقديم أفضل الممارسات التي يتبعونها في مجال المياه، وبخاصة فيما يتعلق بتعزيز قدرات الشباب، والمياه والنزاعات، والمياه والتعليم، كما شدّدوا على أهمية تحويل دور الخبراء في التنمية المستدامة بمساعدة المجتمع المدني، وضرورة زيادة مشاركة النساء في جميع المجالات المرتبطة بالمياه. السيدات والسادة الأفاضل، قررت اللجنة المختصة بالشركاء غير الحكوميين على أثر المداولات التي أجرتها أن توصي المجلس التنفيذي باعتماد مشروع القرار الوارد في الوثيقة ١٩١ م/٤٤، الذي يتضمن فقرات تعبر عن المناقشات التي دارت بشأن التعاون في مجال المياه.

١٨٠٧ وأود أن أسترعي انتباهكم إلى أنه قبل الموافقة بتوافق الآراء على اعتماد مشروع القرار المعروض عليكم اليوم، جرت مناقشة اتسمت بالحيوية بشأن إمكانية تأجيل القرار المتعلق بمنح صفة التشارك لمنظمتين غير حكوميتين تتمتعان حالياً بصفة التشاور، وهما مرصد السياسات الثقافية في أفريقيا ومجلس بناي بريث الدولي. وبعد اعتماد مشروع القرار، أبدو ممثل المملكة العربية السعودية، بالنسبة عن المجموعة العربية، تحفظاً بشأن مشروع القرار المعتمد، إذ اعتبرت المجموعة العربية أن المعلومات المقدمة عن المنظمتين المعنيتين وعن تعاونهما مع اليونسكو غير كافية وأنه يُستحسن تأجيل القرار إلى الدورة المقبلة للمجلس التنفيذي. ولكن انطلاقاً من روح التعاون وحرصاً على عدم تسييس النقاش، وافقت المجموعة العربية على الانضمام إلى توافق الآراء واعتماد مشروع القرار المقترح.

١٨٠٨ السيدة الرئيسة، السيدات والسادة الأفاضل، بهذا نأتي إلى نهاية العرض وأمل أن أكون قد قدّمت إليكم لمحة وافية عن جوهر النقاشات المثمرة التي أجرتها اللجنة المختصة بالشركاء غير الحكوميين وأرجو صادقاً أن تعذروني إن كان قد فاتني شيء ما. واسمحوا لي أن أؤكد مرة جديدة أن هذه اللجنة التي تشكل منبراً مؤسسياً تؤدي فعلاً دوراً بالغ الأهمية في تعزيز دينامية الحوار والتواصل بين الدول الأعضاء والشركاء غير الحكوميين في إطار المنظمة.

١٨٠٩ وأود أن أختتم هذا العرض بتوجيه الشكر إلى الأعضاء الأفاضل في اللجنة المختصة بالشركاء غير الحكوميين الذين أتاحوا لنا، بما أبدوه من تفهم ودعم خلال النقاشات، أن ننجز مهمتنا بنجاح. كما أود أن أعرب عن عرفان أعضاء اللجنة لممثل المديرية العامة، السيد إريك فالت، مساعد المديرية العامة للعلاقات الخارجية وإعلام الجمهور، لما أبداه من استعداد للتعاون وإسهاماته في النقاشات التي أجريناها. وأود أيضاً أن أعرب عن عرفاني لأمانة اللجنة المختصة بالشركاء غير الحكوميين وفريق العاملين معها، وكذلك للمترجمين الفوريين وأمناء القاعات والموظفين التقنيين الذين أسهموا في نجاح عملنا. السيدات والسادة أعضاء المجلس، لا بد لي، قبل أن أختتم كلمتي، من أن أشيد برئيس اللجنة المختصة بالشركاء غير الحكوميين، صاحب السعادة السيد مصطفى مسعد، الذي استطاعت اللجنة تحت رئاسته أن تعمل بمزيد من الفعالية وأن تستمر في حفز الحوار بين الدول الأعضاء والشركاء غير الحكوميين والأمانة. وأود أخيراً أن أشكر سيدتي الرئيسة على ما تبديته من دعم للعمل الذي تضطلع به اللجنة المختصة بالشركاء غير الحكوميين.

١٨٠١٠ وقبل أن أقول شكراً، أريد أن أقول، خارج إطار هذا التقرير، إننا عندما نبدى أحياناً بعض العتب أو الملاحظات على بعض موظفي الأمانة، فيما يتعلق بكفاءتهم، يجب أيضاً أن نكون منصفين ونثني على الكوادر الذين حظيت بهم منظمة اليونسكو، وأود أن أشير إلى نموذج سايبنا كولومبو، أمانة لجنة الـ NGP، وأيضاً مريم بوعمراتي، أمانة لجنة الـ PX. أعتقد أن منظمة اليونسكو حظيظة بأن تحظى بمثل هذه الكوادر الفعالة والنشيطة جداً. وأستغل هذه الفرصة أيضاً لأشكر بعض الذين يدورون ويوزعون اللوحات والأوراق، وأخص منهم بالذات الساحر الشهير ميشيل، صاحب القرعة، وإيميليو وأوليفييه. إذا كنتم ستصفقون بعد تلاوة هذا البيان، أرجو وضع هذا التصفيق لهم وليس لي، شكراً.

- (18.1) **Mr Aldrees** (Saudi Arabia) (Temporary Chair of the Committee on Non-Governmental Partners – NGP) *in extenso* (translation from the Arabic):

Madam Chair of the Executive Board, Madam President of the General Conference, Deputy Director-General, colleagues, ladies and gentlemen, it is both an honour and a privilege to present the results of the work of the 191st session of the Committee on Non-Governmental Partners to the plenary of the Executive Board, on behalf of its Chair, His Excellency Mr Mostafa Mossaad, Minister of Higher Education and representative of Egypt to the Executive Board. The NGP Committee met on Thursday 11 April 2013 and examined item 31 – Relations with non-governmental partners (191 EX/31). In accordance with Rule 16.2 of the Rules of Procedure of the Executive Board, the Committee elected me as Temporary Chair of the Committee. In accordance with the timetable, the morning meeting was devoted to matters directly related to the directives concerning UNESCO's partnership with non-governmental organizations. The Committee benefitted from an extensive and comprehensive presentation from the representative of the Director-General, Mr Eric Falt, in particular on admissions and/or reclassification of partnerships with NGOs and relations with foundations, and on the conclusions of and follow up to the International Conference of NGOs held in December 2012. The newly elected Chair of the NGO-UNESCO Liaison Committee, Mr Gallaud, also addressed the Committee to present the new orientations for the collective action of NGOs and the main trends of the collective contribution of NGOs to the elaboration of draft documents 37 C/4 and 37 C/5. The debate clearly highlighted that the course of changes engaged over the last two years, marked by the adoption in 2011 of the new directives, began to bear fruits. There was general appreciation for the progress made to reinvigorate cooperation with NGOs, widen the scope of this partnership, and render such partnerships more focused and action-oriented. Similarly, the outcomes of the International Conference of NGOs, the major event for official NGO partners of UNESCO, were considered extremely positive and encouraging for the future. Several members acknowledged the efforts made for a greater regional balance and diversity among NGO partners in general and in the Liaison Committee in particular and strongly encouraged all further efforts along these lines. For instance, as far as Africa is concerned, new NGO representatives of African civil society were identified, contacts were established, some new NGOs were admitted and a number of new requests are being reviewed. Field Offices and National Commissions shall play an important role in this regard: as stressed in the conclusions of the open-ended tripartite working group for the follow up to the review of the cooperation of the UNESCO Secretariat with National Commissions for UNESCO, which the Board is also examining during this session, national commissions should contribute to the fostering of UNESCO's partnership with NGOs by identifying and helping new interested non-governmental partners to join the UNESCO-NGO network. In the context of preparing the 37 C/4 and 37 C/5 documents, some representatives appreciated the focus placed by NGOs on youth as a crucial force for development, while others welcomed the clear commitment in the

draft C/5 document to establish an effective mechanism of monitoring and assessing partnerships with NGOs.

18.2 Madam Chair, distinguished members of the Board, the second part of the Committee's work was more closely related with its function as forum for debate and sharing of information. It gave the Committee a precious opportunity to learn more about the cooperation of UNESCO with NGOs in the field of water. The Assistant Director-General for Natural Sciences and the Director of the Division of Water Sciences outlined the ongoing cooperation activities and emphasized the importance of civil society's role in achieving UNESCO's goals in the field of natural sciences. Specifically, partnerships with some NGOs were established more than 50 years ago and this collaboration has highly improved UNESCO's delivery in the field of fresh water. The Secretariat's presentations were followed by a presentation by the rector of the UNESCO-IHE Institute for Water Education in Delft and by six non-governmental partners on real experiences of cooperation with the Organization in the field of water, the list of which is available in document 191 EX/44 in front of you and some of which joined the debate by video-conference. All partners highlighted that cooperation with UNESCO is key to contributing to peace through water education, human resources management, water management, reducing water hazards (droughts and floods), promoting scientific research, disseminating information on trans-boundary waters, setting policies at all level and generating political will in all fields of water. During the debate, representatives of Member States stressed the importance of the need of NGOs in supporting UNESCO, particularly to help communities to manage water and solve problems; questions were raised on the position of NGPs towards UNESCO's priorities in the field of education, with particular reference to youth and gender equality. A number of representatives of NGOs took the floor to present their best practices in the field of water, notably in youth enhancement, water and conflict, water and education and stressed the importance of the transformation of the role of experts in sustainable development with the civil society and the need to involve more women in all fields of water.

18.3 Distinguished ladies and gentlemen, at the outcome of its proceedings, the NGP Committee decided to recommend that the Executive Board adopt the draft decision contained in document 191 EX/44, which includes paragraphs reflecting the discussions on water cooperation. I shall signal that, before adopting by consensus the draft decision proposed to you today, a lively discussion took place about the possibility of postponing the decision concerning the request for reclassification of two NGOs (the Observatory of Cultural Policies in Africa (OCPA) and B'nai B'rith International) from the consultative to the associate status. After the adoption of the draft decision, the representative of Saudi Arabia, on behalf of the Arab Group, expressed the Group's reservation on the decision taken in this respect: the Group considered that the information provided on the two organizations and their cooperation with UNESCO was not sufficient and would prefer postponing the decision to the next session of the Executive Board. However, in a spirit of cooperation and in order not to politicize the debate, it

agreed to join the consensus and adopt the draft decision as it stood.

18.4 Madam Chair, distinguished ladies and gentlemen, that brings me to the end of my presentation. I hope that I have reflected the core of our fruitful debates in the NGP Committee and I sincerely hope you will forgive me if I have overlooked something. Allow me to say once more that this Committee has indeed a major role to play as an institutional platform in order to impulse a greater dynamic of dialogue and communication between Member States and non-governmental partners within this Organization. I shall conclude my presentation by thanking the distinguished members of the NGP Committee, whose understanding and support during the debates led us to the successful accomplishment of our task. I express the Committee's gratitude to Mr Eric Falt, Assistant Director-General for External Relations and Public Information and representative of the Director-General, for his availability and contributions to our debates. I also express my gratitude to the Secretary of the NGP Committee and her team, to the team of interpreters, the room clerks and the technical staff who contributed to the success of our work.

18.5 Members of the Board, I cannot conclude without paying tribute to the Chair of the NGP Committee, His Excellency Mr Mostafa Mossaad. His chairmanship allowed the Committee to work with greater efficiency and continue stimulating a dialogue between Member States, non-governmental partners and the Secretariat. Finally, I would like to thank you, Madam Chair, for your support to the work of the Committee on Non-Governmental Partners. Thank you for your attention.

19. **The Chair** thanked the Temporary Chair of the Committee on Non-Governmental Partners (NGP) for his report and asked him to pass on the Board's gratitude to the Chair of the NGP Committee, Mr Mossaad. She invited the Members of the Board to comment on the draft decision proposed in paragraph 5 of document 191 EX/44.

20. **Mme Ossakedjombo-Ngouamemiaghe** (Gabon) demande, pour des raisons de logique, d'intervenir les paragraphes 3 et 4 du projet de décision présenté dans le rapport du Comité sur les partenaires non gouvernementaux (191 EX/44).

21. **The Chair** endorsed the proposal made by the representative of Gabon to re-organize paragraphs 3 and 4, and proposed that it be adopted, provided there were no objections. Seeing none, she took it that the Board also wished to adopt the entire draft decision on item 31 contained in paragraph 5 of document 191 EX/44 as amended.

22. *It was so decided.*

٢٣ تناول السيد النعيمي (الإمارات العربية المتحدة) نائب رئيسة المجلس التنفيذي عن مجموعة الدول العربية) الكلمة نيابة عن مجموعة الدول العربية، فشكر المجلس على اعتماد القرار الخاص بالشركاء غير الحكوميين، وأوضح أن تحفظ مجموعة الدول العربية على منح صفة أرقى لإحدى المنظمات غير الحكومية استند إلى ما هو متوافر من معلومات بخصوص الطبيعة السياسية للمنظمة المعنية ولطبيعتها أنشطتها، بل لواقفها المضادة لروح اليونسكو وقراراتها في بعض المواضيع. وبناءً على ذلك، طلب من المدير العامة ومن أقسام المنظمة ذات الاختصاص، وكذلك من الدول الأعضاء، مشاركة مجموعة الدول العربية، بحكم المسؤولية الملقاة على عاتق

كل دولة، مراقبة مسلك هذه المنظمة ومتابعة مدى التزامها بمبادئ اليونسكو وأهدافها ومجالات عملها واتخاذ ما يلزم من إجراءات، وإعادة النظر في وضعها، إذا ما اقتضى الأمر ذلك. وطلب رسمياً تسجيل البيان الذي أدلى به في محاضر دورة المجلس الراهنة.

(23) **M. Aneaimi** (Émirats Arabes Unis) (Vice-Président du Conseil exécutif pour le Groupe des États arabes) remercie le Conseil d'avoir adopté la décision sur les partenaires non gouvernementaux, puis explique que la réserve émise par le Groupe des États arabes au sujet de l'octroi d'un statut plus élevé à une des organisations non gouvernementales tient aux informations disponibles concernant le caractère politique et la nature des activités de cette dernière, ainsi qu'à ses prises de position, qui sont contraires à l'esprit de l'UNESCO et à ses décisions sur certains sujets. C'est pourquoi il demande à la Directrice générale, aux services compétents de l'UNESCO et aux États membres, en vertu de la responsabilité qui leur incombe, de se joindre au Groupe des États arabes pour surveiller le comportement de cette Organisation, s'assurer qu'elle respecte bien les principes et les objectifs poursuivis par l'UNESCO dans ses domaines de compétence, prendre les mesures voulues et, le cas échéant, réexaminer le cas de l'Organisation en question.

24. **The Chair** thanked the representative of the United Arab Emirates for bringing his reservation to the attention of the Board, and confirmed that it would be recorded as requested. She reiterated her thanks to the Ambassador of Saudi Arabia, Mr Aldrees, for having stepped in as Temporary Chair of the Committee on Non-Governmental Partners, and asked the representative of Egypt to convey the Board's compliments to the Chair of the Committee on Non-Governmental Partners, Mr Mossaad.

Finance and Administrative Commission (FA): report and draft decisions submitted to the Executive Board (191 EX/46)

Item 4: Report by the Director-General on the execution of the programme adopted by the General Conference

Part II: Budget adjustments authorized within the Appropriation Resolution for 2012-2013 and Management Chart for Programme Execution in 2012-2013 (36 C/5 approved) Status as at 31 December 2012 (Non-audited) (191 EX/4 Part II; 191 EX/4.INF; 191 EX/AHPG.INF)

Draft decision in paragraph 2 of document 191 EX/46

Item 5: Report by the Director-General on the follow-up to decisions and resolutions adopted by the Executive Board and the General Conference at their previous sessions (191 EX/5 and Add.-Add.5 and Add. And Corr. (French only))

Human resources issues

Part IV: Periodic progress review of the human resources management strategy and action plan (2011-2016)

Part V: Annual report (2012) by the International Civil Service Commission (ICSC): report by the Director-General

Part VI: Ethics Adviser contractual conditions

Add.: Report by the Director-General on the progressive implementation of results-based budgeting at UNESCO

Addendum 2: Salary survey for General Service and related category staff in Paris.

Draft decision in paragraph 3 of document 191 EX/46

Item 25: Report by the Director-General on the status of member states' contributions and payment plans (191 EX/25 Rev. and Add.)

Draft decision in paragraph 4 of document 191 EX/46

Item 27: Follow up on the audit of the UNESCO working capital fund (191 EX/27)

Draft decision in paragraph 5 of document 191 EX/46

Item 29: Funding proposal for after-service health insurance (ASHI) (191 EX/29 and Add.)

Draft decision in paragraph 6 of document 191 EX/46

Item 30: Financial Regulations of Special Accounts (191 EX/30)

Draft decision in paragraph 7 of document 191 EX/46

25.1 Mr Sudders (United Kingdom) (Chair of the Finance and Administrative Commission – FA) *in extenso*:

Madam President of the General Conference, Madam Chair of the Executive Board, Madam Director-General, Members of the Executive Board, distinguished Members, ladies and gentlemen, it gives me great pleasure to submit to the Executive Board at this plenary meeting of its 191st session the report on the work of the Finance and Administrative Commission. At the outset, I should like to express my sincere appreciation to the Ad Hoc Preparatory Group and its Chair, Ms Vera Laccœuilhe (Saint Lucia) for their contribution to this report through their recommendations on item 4 Part II. In accordance with the agenda, approved by the Executive Board at its plenary meeting on Monday 15 April 2013, the Finance and Administrative Commission considered six items. The FA Commission held two meetings, one session on Wednesday 17 April 2013 in the afternoon and one session on Tuesday 23 April 2013. My oral report is a summary of the salient observations on the deliberations of the FA Commission in the order of the agenda items considered. The list can be found in paragraph 1 of document 191 EX/46 containing the draft decisions recommended by this Commission. At the end of my report, Madam Chair, I would like to propose that the Executive Board adopt the entire set of draft decisions in document 191 EX/46. With your permission I will now proceed to highlight the critical elements of our debates which members of the FA Commission found pertinent to be included in the summary records.

25.2 Item 4 was the "Report by the Director-General on the execution of the programme adopted by the General Conference". Part II concerned "Budget adjustments authorized within the appropriation resolution for 2012-2013 and management chart for programme execution in 2012-2013, status as at 31 December 2012". In examining item 4, which had been examined previously the Ad Hoc Preparatory Group, members of the Finance and Administrative Commission focused primarily on the funding gap and its impact on the programme of staff and activities. With regard to the funding gap of \$56 million and the possible use of the Emergency Fund to cover this gap, the representative of the Director-General was pointedly

asked to confirm whether the funds available from the Emergency Fund were earmarked to fill the deficit, in which case no further activities could be financed from the Emergency Fund. Clarifications were also requested as to the reasons for the increase in the funding gap estimate. In reply, the representative of the Director-General clarified that the \$528 million expenditure forecast in document 191 EX/4 represented a worst-case scenario resulting in a \$56 million funding gap, which is higher than that in document 190 EX/4. The difference is attributed to increases in estimated fixed charges such as overheads, United Nations joint machinery fees, and the decision to make available for recruitment 90 mission-critical posts. She further informed Member States that the forecast was regularly reviewed and adjusted. The representative of the Director-General also explained that the preliminary figures for March 2013 indicated that the funding gap would be reduced by over \$5 million, mainly due to reductions in staff costs. She stated that she was confident that, with the funds currently available in the Emergency Fund and the cost control measures as per the roadmap, UNESCO would end the biennium without carrying over a deficit into 2014. A final review of work plans and cash flows in June 2013 would determine the level of funding required from the Emergency Fund in order to meet the work plans of document 36 C/5. She also confirmed that the prudent way forward would be to not allot further funds from the Emergency Fund to new activities until there was a decrease in the regular programme forecast expenditure or until further funds were raised. Members noted with concern that the impact of budget cuts was higher on activities than on staff. The representative of the Director-General confirmed that despite a \$39 million reduction in staff costs and the freezing of posts, the current activity/staff ratio had moved from 31% to 69%. She stressed, however, that it was important to look at this in a global context for all funds of UNESCO where the staff costs at December 2012 represented 51% of global expenditure. Several questions were raised concerning the mission-critical posts, and the list of such posts was requested. The list was duly distributed to members at the morning meeting of the joint meeting of the commissions on 18 April. Some members also stressed the importance of reporting in-kind contributions, especially at the field level. Others requested information on the advancement of the field reform in Africa and other regions. With regard to SISTER, there were questions raised not only about its usefulness, but also why there were discrepancies in the financial information provided. It was also regretted that the information on the financial contributions of UNESCO to category 2 institutes could not be obtained from SISTER, and the need for the Secretariat to develop a system to effectively monitor the administrative and staff costs borne by the Secretariat with respect to category 2 centres was highlighted, since the Board is called upon to approve an ever-increasing number of such centres. With regard to document 191 EX/4 Part II, the draft decision recommended to the plenary is in paragraph 2 of document 191 EX/46.

25.3 On item 5, firstly I will address the parts related to human resources. Part IV "Periodic progress review of the human resources management strategy and action plan (2011-2016)" and Part V "Annual report (2012) by the International Civil Service Commission (ICSC): report by the Director-General" were discussed by the Commission together with Add.2 "Salary survey for General Service and related category staff in Paris". With regard to the human resources management strategy and action plan,

members emphasized the need to continue its implementation in spite of the current financial constraints. Several members, however, regretted the absence of a more elaborate draft decision proposed by the Secretariat in respect of this strategy. A query was raised on whether generic job descriptions existed for sectors other than for education and social and human sciences, and how those job descriptions would take into account results-based budgeting (RBB). Regarding the correlation between job descriptions and performance evaluation, a question was raised on how staff could be assessed in the absence of a clear job description. Several members also expressed concern regarding the suspension of the training budget in 2012/2013, and questioned how training for staff to whom new tasks would be assigned could be foreseen in the context of the reform of the Organization. One member asked the Secretariat to accelerate the implementation of actions aimed at improving the geographical distribution within the Secretariat. A query was also raised about the Young Professionals programme in 2012 and whether it would be implemented in the current biennium. In her reply, the representative of the Director-General said that the Organization was currently making use of “e-learning” possibilities. With regard to duties assigned to staff, she emphasized that job descriptions, upon evolution in this human resources domain and based on best practices, were now drafted in broad terms, and that tasks were fully in line with those job descriptions. The representative of the Director-General confirmed the commitment to maintain the Young Professionals programme in the present biennium, and that 10 posts at P1/P2 level would need to be identified for that purpose. On the issue of geographical distribution, she reiterated the Secretariat’s commitment to ensuring as wide a geographical representation as possible. Regarding the Director-General’s report on the report by the International Civil Service Commission (ICSC), several members expressed concern at the potential financial implications for UNESCO arising from ICSC recommendations and decisions. One member asked the Legal Adviser to remind members of the role of ICSC in respect of such decisions. The Legal Adviser replied that the General Conference had authorized the Director-General to implement recommendations and decisions of ICSC and the General Assembly. Finally, in considering the salary survey for General Services and related category staff in Paris, the Commission took note of the ICSC recommendation to set the General Service salary scale in Paris at 2.19% below the current scale, while also implementing small increases to the spouse and child allowances at an estimated cost of approximately \$70,000 for the full year. Members further noted the Director-General’s proposal to introduce those changes on 1 May 2013. One member requested clarifications regarding the Secretariat’s statement that the current and new General Service salary scales would shortly merge and how that would work in the case of deflation as measured by the two indices used in the ICSC methodology. In response, the representative of the Director-General reported that the existing scale would be frozen until it was overtaken by the new scale as updated by interim measures. At such time, the frozen scale would no longer be applicable, as all staff would then be on the new scale.

25.4 Part VI concerned the “Ethics Adviser’s contractual conditions”. Members noted the Director-General’s proposal for a four-year appointment, subject to a one-year probationary period. They also noted that the appointment would be non-renewable. Questions were raised concerning the travel expenditure of the Ethics

Adviser and the possibility of setting up online training programmes in ethics. The Commission also sought clarifications as to why the duration of the proposed contract did not correspond to the term limit recommended by the Joint Inspection Unit (JIU) for appointment to that function. It was also asked whether the one-year probationary period would be included in the four years, and at what grade the post of Ethics Adviser would be advertised. In reply, the representative of the Director-General explained that, based on the positive four-year tenure of the current Ethics Adviser and after reviewing the term limits applied in other United Nations agencies, it was felt that a four-year non-renewable contract would be appropriate. She further clarified that the one-year probationary period would be included in the four-year appointment, and that the post would be advertised at the P-5 level. It should be noted that the International Staff Association of UNESCO (ISAU) took the floor on item 5 Parts IV, V and VI and the UNESCO Staff Union (STU) took the floor on Parts IV and V.

25.5 Now on to the Addendum “Report by the Director-General on the progressive implementation of results-based budgeting at UNESCO”. In their discussion of the Addendum, members commended the Secretariat on the progress made. Several members, however, while appreciative of the prudent approach of the Secretariat, expressed regret that the document did not contain information either on the accountability framework for senior staff at Headquarters and in the field or on the estimated costs of the IT tools and training investments needed for the successful implementation of results-based budgeting (RBB). While in the absence of such information, and especially in the light of the current financial constraints, it was felt that it would be difficult to achieve a full application of RBB, it was however underscored that RBB was all the more important during such a period, given that RBB would help to better rationalize and prioritize the use of scarce resources. Discussions also centred on the draft calendar for the phased implementation of RBB, with several members requesting clarifications and modifications. One member commended the proposal to amend the consultation questionnaire to include a section where Member States could assess UNESCO’s involvement in addressing country and regional concerns. The same member also stressed that such a modification would be pivotal to RBB, serving as the evidence basis for the impact of UNESCO’s activities and enabling the Secretariat to adapt its future efforts accordingly. Several requests were made that the draft calendar be modified to clarify the budget presentation phases. In his reply, the representative of the Director-General recalled that a draft accountability framework was being developed in the context of the field network reform, and that the Secretariat would strive to make available a Director-General’s Ivory Note on the subject before the 192nd session. With regard to the estimated costs of the IT tools and other investments needed for RBB, the representative of the Director-General stated that they were not yet available. He expressed the view that it was premature at the current stage to provide such estimates. In light of the ongoing financial situation, the Secretariat planned to use the existing internal resources to the greatest extent possible. He nonetheless undertook to provide the Board with the costing information as soon as it became available. Finally, at the request of a member, the representative of the Director-General undertook to schedule an information meeting before the 192nd session of the Executive Board to enable Member States to better understand RBB and to

facilitate the consultation process. The draft decision recommended to the plenary for item 5 is in paragraph 3 of document 191 EX/46.

25.6 Moving now on to item 25 “Report by the Director-General on the status of Member States’ contributions and payment plans”. This item was considered without debate. Notwithstanding, it was recalled that the non-payment of contributions could result in the loss of voting rights, and the Secretariat was asked what steps had been taken to inform the Member States concerned. The representative of the Secretariat informed the Commission that reminder letters had already been sent to those Member States at risk of losing their voting rights, and that another reminder would be sent at the end of April 2013 to all Member States with outstanding contributions still due. The draft decision recommended to the plenary is in paragraph 4 of document 191 EX/46.

25.7 With regard to item 27 “Follow up on the audit of the UNESCO working capital fund”, a question was raised regarding the impact on the use of the Emergency Fund of internal borrowing from special accounts with accessible reserves under Programme Fiduciary Funds, as proposed by the Secretariat. The representative of the Director-General said that internal borrowing was a short-term mechanism which did not replace budget deficits. She further indicated that internal borrowing could not substitute for the use of the Emergency Fund. It was also stressed that such loans should be reimbursed as soon as possible. The draft decision recommended to the plenary is in paragraph 5 of document 191 EX/46.

25.8 Now on the penultimate item, item 29 “Funding proposal for after-service health insurance (ASHI)”. With regard to this item, several members questioned whether the timing of the Director-General’s proposal was right for ASHI funding in light of the current financial situation of the Organization. Some members noted that while ASHI funding had been discussed many times in the past, the liability continues to grow. Others emphasized that they were not ready to support the Director-General’s proposal to include it in the 37 C/5 budget. It was also stressed that, while the timing might not be right, ASHI funding was a serious issue which should be kept regularly on the agenda, especially if the Organization received future funding from outstanding contributions. It was also proposed that the question of ASHI should be deferred until after the taskforce on ASHI funding set up by the United Nations High-Level Committee on Management completed its work. Other members wanted to know the problems faced by other United Nations agencies, and the position that they had taken on the subject. In her reply, the representative of the Director-General said that the \$4 million for ASHI funding was included in the budget envelope of \$653 million. This amount, however, had already been excluded from the adjusted implementation plan of \$536 million in the addendum to document 37 C/5. It was also indicated that many United Nations agencies had already taken measures to address their ASHI liabilities through a combination of various funding sources. It is to be noted that the International Staff Association of UNESCO (ISAU) took the floor on this item. The draft decision recommended to the plenary is in paragraph 6 of document 191 EX/46.

25.9 Finally, item 30 “Financial regulations of special accounts”. With regard to item 30, the draft decision was approved without discussion or queries, and is recommended to the plenary in paragraph 7 of document 191 EX/46. Madam Chair, I have come to the end of my

oral presentation of the debates in the FA Commission. It goes without saying that I would like to express my gratitude to a number of persons who were involved in the work of the FA Commission, but with your permission, I will do it at the end of my presentation of the oral report of the joint meeting of FA and PX Commissions so that I do not repeat myself and waste our precious time. I thank you for your attention, and I remain at your disposal to respond to any questions or comments that you may have.

26. **The Chair** thanked the Chair of the Finance and Administrative Commission for his report. She recalled that pursuant to Rule 47 of the Rules of Procedure of the Executive Board, the Board should adopt the entire set of draft decisions recommended by each plenary commission as a whole unless Board Members requested that a specific decision be adopted separately. Seeing no such requests, she took it that the Board wished to adopt the entire set of draft decisions contained in document 191 EX/46.

27. *It was so decided.*

28. **Mme Ossakedjombo-Ngouamemiaghe** (Gabon) souhaite que soit modifié l’alinéa (b) du paragraphe 3 de la décision sur le point 5 Partie III, de sorte qu’il commence par « à fonder les futurs ajustements intermédiaires [...] » et que la proposition « ainsi que le recommande la CFPI » soit placée en fin de phrase.

29. **The Chair** agreed to retroactively include the amendment proposed by the representative of Gabon, with the permission of the Board.

GENERAL CONFERENCE (*continued*)

Item 21: Preparation of the 37th session of the General Conference (*continued*)

Part I: Preparation of the provisional agenda (191 EX/21 Part I) (*continued*)

30. **The Secretary** said that in document 191 EX/21 Part I, the wording had been amended to take into account the Board’s decisions and discussions on the previous day. He pointed out that since the Board had not added any items to the provisional agenda, the relevant section had been removed and the rest of the text remained as before and was in line with the Rules of Procedure. The amendments proposed on the previous day by the United Kingdom and Grenada would be included in the provisional agenda of the 37th General Conference (37 C/1 Prov.). As regards document 191 EX/21 Part II, he said that the new wording of the decision reflected the amendment that had been proposed by Denmark and approved by the Board in principle on the previous day and had been verified by the representative of Denmark.

31. **The Chair** said that seeing no objections, she took it that the Board wished to adopt draft decision 191 EX/21 Part I as amended.

32. *It was so decided.*

Part II: Draft plan of work for the organization of work of the 37th session of the General Conference (191 EX/21 Part II) (*continued*)

33. **The Chair** invited the Board to consider the amended decision in document 191 EX/21 Part II.

34. **Mr Dalsgaard** (Denmark) thanked the Secretariat for taking into account some of the proposals made by his delegation the previous day. He added that his delegation

had proposed to hold the joint meeting of commissions earlier than usual, and requested clarification on why that element had not been included in the amended version of document 191 EX/21 Part II.

35. **The Secretary** said that the joint meetings of commissions had hitherto been held later on in the General Conference so that proposals concerning several commissions could be considered by Member States once they had an overview of the work of the individual commissions. There were also certain technical reasons for such scheduling, which could be further explained by the Assistant Secretary of the General Conference if necessary. He added that it would indeed be possible to schedule a joint meeting of commissions earlier in the General Conference than presently planned and that such a decision lay with the Member States. If it were decided to do so, the General Committee would be asked to make the appropriate arrangements to attribute the relevant items to an earlier joint meeting.

36. **The Chair** said that the answer provided by the Secretary sufficiently addressed the concerns of the representative of Denmark. Seeing that no further objections were raised, she took it that the Board wished to approve document 191 EX/21 Part II as amended.

37. *It was so decided.*

38. **Mme Ossakedjombo-Ngouamemiaghe** (Gabon) souscrit pleinement à la proposition formulée par le

représentant du Danemark concernant le Forum des jeunes. En outre, elle demande que soit supprimé, au paragraphe 2, alinéa (b), du projet de décision sur le point 21 Partie II, le membre de phrase « *au lieu des trois proposées* », qui, selon elle, n'a plus lieu d'être.

39. **The Chair** thanked the representative of Gabon for her useful proposal. Seeing no objections, she took it that the Board wished to accept the proposed amendment.

40. *It was so decided.*

41. **M. Doucoure** (Mali) souhaite que l'on corrige, dans la version française du projet de décision, une erreur dans l'intitulé du « *Projet de stratégie opérationnelle pour la jeunesse pour 2014-2021* ».

42. **The Chair**, seeing no objections, invited the Board to adopt draft decision 191 EX/21 Part II as amended in both the French and the English versions.

43. *It was so decided.*

44. **The Chair** said that the groups required more time for consultation on item 21 and related matters. In the interest of efficiency and with the Board's permission, she gave the groups until the following afternoon to complete their work.

The meeting rose at 12.15 p.m.



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

Executive Board
Conseil exécutif
执行局

Consejo Ejecutivo **EX**
Исполнительный совет
المجلس التنفيذي

191st session / 191^e session / 191^a reunión / 191-я сессия / الدورة التاسعة والثمانون بعد المائة / 第一八九会议

Paris, 10–26 April 2013

Париж, 27 февраля–9 марта 2013 г.

Paris, 10–26 avril 2013

باريس، ٢٧ شباط/فبراير–٩ آذار/مارس ٢٠١٣

Paris, 10–26 de abril de 2012

巴黎, 2013 年 2 月 27 日–3 月 9 日

191 EX/SR.7 Add.

PARIS, le 31 mars 2014

Déclarations faites par Israël, la Jordanie et la Palestine sur le projet de décision relative à Jérusalem à la Commission du programme et des relations extérieures (PX) le 23 avril 2013

Statements by Israel, Jordan and Palestine on the draft decision relating to Jerusalem in the Programme and External Relations Commission (PX) on 23 April 2013

بيانات أدلى بها كل من إسرائيل والأردن وفلسطين بشأن مشروع القرار الخاص بالقدس

في لجنة البرنامج والعلاقات الخارجية في ٢٣ نيسان/أبريل ٢٠١٣

Quels que soient les termes utilisés dans les textes du présent recueil pour désigner les personnes exerçant des charges, mandats ou fonctions, il va de soi que les titulaires de tous les postes ou sièges correspondants peuvent être indifféremment des femmes ou des hommes.

**Déclarations faites par Israël, la Jordanie et la Palestine sur le projet de décision relative à Jérusalem
à la Commission du programme et des relations extérieures (PX) le 23 avril 2013**

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في لجنة البرنامج والعلاقات الخارجية في 23 نيسان/أبريل 2013

Israël / Israel / إسرائيل

Mr Barkan (Permanent Delegate of Israel) *in extenso*:

Following intensive consultations with various delegations and the indispensable assistance rendered by the Director General, positive progress for UNESCO has been achieved. As part of this progress, we would like to state the following:

(1) Israel is willing to participate with Jordanian, Palestinian, and World Heritage Centre experts in an experts meeting on the Mughrabi Ascent, similar to the one conducted in October 2010. This experts meeting is to be held in May 2013 in Paris on a date to be decided upon by the Director General.

(2) Israel accepts and will facilitate a UNESCO technical mission to the "Old City of Jerusalem and its Walls" to start on 19 May 2013 in accordance with paragraph 11 of Decision 34 COM 7A.20 adopted by consensus in August 2010 at the World Heritage Committee meeting in Brasilia, Brazil. The composition of the mission will be in accordance with the aforementioned World Heritage Committee decision.

(3) The report and recommendations of the mission as well as the report of the technical meeting on the Mughrabi Ascent in Paris will be prepared with a view to presenting them to the parties concerned on 1 June 2013 and to the World Heritage Committee at its 37th session in Phnom Penh.

(4) Israel is committed to the above provided that the five items submitted by the Arab States group on the agenda of the current Executive Board session is procedurally adjourned to the 192nd session of the Executive Board, and that the only decision relating to Jerusalem to be considered at the 37th session of the World Heritage Committee is the adoption of the report and recommendations of the mission as well as the report of the Director General on the technical meeting.

الأردن / Jordan / Jordanie

السيدة قعوار (المندوبة الدائمة للأردن) *النص الكامل*:

سيدتي الرئيسة، رئيس لجنة البرامج والعلاقات الخارجية في المجلس التنفيذي لليونسكو، السيدات والسادة الأفاضل، أود أن أعرب لك ولكم جميعاً عن بالغ شكر المملكة الأردنية الهاشمية على دعمكم الكبير لقرارات تفاهم وتعاون من أجل الحفاظ على تراث بلدة القدس القديمة وأسوارها، واحص بالشكر سعادة السيدة إيرينا بوكوفا المدير العام لليونسكو على ما بذلته من جهد متواصل من أجل تحقيق هذا الإنجاز والذي نأمل أن يكتمل بتمكين إسرائيل بعثة اليونسكو من زيارة ورصد كل ما يحتاجه الحفاظ على تراث وأصالة موقع تراث عالمي هام ومقدس لاتباع الديانات السماوية الثلاث خلال الشهر القادم.

ولا بد من التذكير هنا أن قضية الحفاظ على تراث الأماكن المقدسة ومدينة القدس قد أصبحت أمراً مقلقاً جداً لجلالة الملك عبدالله الثاني بن الحسين صاحب الوصاية وخادم الأماكن المقدسة في مدينة القدس خصوصاً في السنوات الثلاث الأخيرة حيث تسرع دولة إسرائيل من تنفيذها مخططات وإجراءات غير مسبوقه تهدد سلامة وأصالة تراث المدينة المقدسة، ومن أبرز هذه الانتهاكات هدم أجزاء كبيرة من طريق باب المغاربة خلال العام المنصرم ومنع ترميم الصلي المرواني وتوسعة ساحة البراق على حساب تاريخ وبقايا أثرية مهمة واستمرار الحفر في حوالي 20 نفقاً تهدد باختراق أسفل المسجد الأقصى، ناهيك عن من المصلين من الوصول لأماكن عبادتهم وكذلك عرقلة السلطات الإسرائيلية لعمل الأوقاف الإسلامية ومنعها من القيام بأعمال ترميم وصيانة أجزاء تاريخية هامة داخل الأماكن المقدسة وفي ممتلكات وبقية تاريخية في أنحاء بلدة القدس القديمة وأسوارها.

ولا شك أن الإنجاز الذي تحققة اليونسكو اليوم بتعاون جميع الأطراف المعنية يجعل الكرة في ملعب دولة إسرائيل، بمعنى أنه في حال استمرت إسرائيل بالاستعداد للتعاون مع الأطراف المعنية بما فيها اليونسكو وفي حال توقفت إسرائيل عن ممارسة الانتهاكات الأخيرة فلن يكون هناك قلق من "تسييس عمل اليونسكو" كما يدعي سعادة السفير الإسرائيلي كلما طرح موضوع القدس على لجان عمل اليونسكو المختصة. مع خالص الشكر والتقدير لكم جميعاً

Ms Kwar (Permanent Delegate of Jordan) *in extenso*
(translation from the Arabic):

Madam Chair, Mr Chair of the Programme and External Relations Commission (PX) of the Executive Board of UNESCO, ladies and gentlemen, I would like to express the appreciation of the Hashemite Kingdom of Jordan to Madam Chair and to you all for your strong support of decisions that strengthen mutual understanding and cooperation to safeguard the heritage of the Old City of Jerusalem and Its Walls. Special thanks are extended to Madam Director General of UNESCO, Ms Irina Bokova, for her extensive efforts to reach this achievement, which will hopefully be completed by an Israeli enabling of the UNESCO mission to visit and monitor every site required for the purpose of safeguarding the heritage and authenticity of a world heritage site, that is important and holy for fellows of the three monotheistic religions, during the coming month.

His Majesty King Abdullah II, the Custodian of the Jerusalem Holy Sites, is very concerned with regard to the issue of safeguarding the heritage of the Holy Sites and that of the Old City, in particular during the last three years, during which Israel has been accelerating unprecedented plans and measures that are threatening the safety and safeguard of the authentic heritage of the Holy City. Among these Israeli violations I would like to highlight the last year severe demolishing of parts of the Mughrabi Gate Pathway, obstructing Awqaf plans to renovate the Marwani Mosque, expanding the Buraq Wall area on the account of significant archaeological remains, continuing excavations and digging in about 20 tunnels threatening to penetrate into the Walls of al-Aqsa Mosque, preventing worshippers from reaching their Holy Sites and obstructing the Islamic Awqaf's renovation and maintenance works at their Waqf properties, as well as at historical and Holy Sites inside the Old City of Jerusalem and Its Walls.

It is certainly important to remark that the UNESCO achievement today leaves the ball in the court of the State of Israel. If Israel continues to be prepared to cooperate with the parties concerned, including UNESCO, and if Israel halts all its recent violations against the Old City of Jerusalem, then there will not be a concern of "politicization of UNESCO," as His Excellency the Ambassador of Israel claims at every time the Jerusalem issue is discussed in UNESCO's working committees. With appreciation and thanks,

فلسطين / Palestine

السيد صنيبر (المندوب الدائم لفلسطين) *النص الكامل*:

شكراً سيدتي الرئيسة، إن الاتفاق الذي أنجز يوم أمس بعد محادثات طويلة وشاقة بين الوفدين الفلسطيني والأردني من جهة، والوفد الإسرائيلي من جهة أخرى، يُعتبر من جانبنا تقدماً مهماً إذ أننا توصلنا لأول مرة منذ سنوات إلى إعطاء فرصة لتطبيق عملي لواحد من قرارات اليونسكو الكثيرة بخصوص فلسطين.

وإذ أنني على ما جاء في كلمة زميلي سعادة سفيرة الأردن، أود إقناعهم بالقبول بفكرة تأجيل قرارات مشروع وعادلة. لكن شعور وفدي فلسطين والأردن بالمسؤولية ورغبتها التأكيد على موقفها الإيجابي والبناء، أدبياً إلى قبولهما إعطاء فرصة لهمة الخبراء إلى القدس.

وإذ يؤكد لكم أن فلسطين ستلتزم بكل ما ورد في نص الاتفاق المذكور، أمل من الطرف الإسرائيلي تسهيل مهمة الخبراء إلى أبعد حد كي يتمكنوا من القيام بواجبهم على أفضل وجه.

إسمحوا لي ختاماً، أن أشكر إخوتي أعضاء مجموعة الدول العربية وممثلي الدول الصديقة لدعمهم وتأييدهم وثقتهم، وأن أتقدم بجزيل الشكر للسيدة رئيسة المجلس التنفيذي الأستاذة كميته، كما أود تهنئة المدير العام السيدة إيرينا بوكوفا على جهودها الحميدة ومثابرتها على إنجاز هذه المهمة التي تبتتها وتحرص على تنفيذها.

Mr Sanbar (Permanent Delegate of Palestine) *in extenso*
(translation from the Arabic):

Thank you Madam Chair. The agreement we reached yesterday after long and intensive consultations between the Palestinian and Jordanian delegations on the one hand and the Israeli delegation on the other is an achievement, as for the first time for years we have obtained the implementation of one of the many UNESCO decisions concerning Palestine.

I appreciate and support what has been said by my colleague the distinguished Ambassador of Jordan. I would like to recall that the positive position of the Jordanian and Palestinian delegations is the result of long and continuous efforts to convince our constituencies to accept the postponement of legitimate and fair decisions. Our decision to accept the dispatch of an expert mission to Jerusalem stems from the deep conviction of our delegations of the need to adopt positive and constructive positions.

Palestine pledges to commit itself to all provisions of the understanding, and hopes that the Israeli side will extend every support and effort in order to enable the mission to proceed in the best possible way.

Allow me in conclusion, to thank my brothers of the Arab States group as well as the representatives of friendly States for their support and trust. I would like also to thank the Chair of the Executive Board, Ms Alissandra Cummins, and to congratulate the Director-General, Ms Irina Bokova, for her good offices and for her commitment to the implementation and the success of the mission.

M. Sanbar (Délégué permanent de la Palestine) *in extenso*
(traduit de l'arabe):

Merci Madame la Présidente. L'accord auquel nous sommes parvenus hier après de longues et difficiles consultations entre les

délégations de la Palestine et de la Jordanie d'une part et la délégation israélienne d'autre part constitue de notre point de vue une avancée importante. Pour la première fois depuis des années, nous sommes parvenus à obtenir la mise en oeuvre de l'une des nombreuses décisions de l'UNESCO sur la Palestine.

J'adhère aux propos de ma collègue, Son Excellence Madame l'Ambassadeur de Jordanie. J'aimerais également rappeler que la position positive des délégations jordanienne et palestinienne est le résultat d'un grand effort pour convaincre nos responsables respectifs d'accepter l'idée du report des décisions légitimes et justes. Leur décision d'accepter l'envoi d'une mission d'experts à Jérusalem, découle de la profonde conviction de nos délégations d'adopter des positions positives et constructives.

Sachez que la Palestine s'engage à respecter l'ensemble des termes de l'accord en question, tout comme elle espère que la partie israélienne facilitera au plus haut point la mission des experts afin qu'ils puissent s'acquitter de leur mission de la meilleure manière possible.

Pour conclure j'aimerais remercier mes frères du groupe des États arabes ainsi que les représentants des pays amis, pour leur soutien, leur appui, et leur confiance. J'aimerais également remercier la Présidente du Conseil Exécutif, Madame Alissandra Cummins, et féliciter la Directrice générale, Madame Irina Bokova, pour ses efforts et ses bons offices pour le succès de cette mission qui lui tient à coeur et pour laquelle elle s'est engagée.

HUITIÈME SÉANCE

Vendredi 26 avril 2013 à 15 h 15

Présidente : Mme Cummins

ADOPTION OF DRAFT DECISIONS SUBMITTED TO THE EXECUTIVE BOARD (*continued*)

GENERAL CONFERENCE (*continued*)

Item 21: Preparation of the 37th session of the General Conference (*continued*);

Part IV: Submission of nominations for the offices of Chairs of the commissions and committees of the 37th session of the General Conference (191 EX/21.INF.Rev.)

1. **The Chair** said that a consensus had been reached on the nominations, and expressed her thanks to the Vice-Chairs of the Board and the Chairs of the electoral groups for their efforts. The proposals of the Vice-Chairs of the Executive Board for nominations for the offices of Chairs of the seven commissions and three committees of the General Conference were: ED Commission (Education): Mr Abdulsalam El-Qallali (Libya); SC Commission (Natural Sciences): South Africa; SHS Commission (Social and Human Sciences) Mr Gonzalo Abad (Ecuador); CLT Commission (Culture) Ms Dace Malbarde (Latvia); CI Commission (Communication and Information): Mr Anders Ahnlid (Sweden); APX Commission (Financial, administrative and general questions, programme support and external relations): Mr Matthew Sudders (United Kingdom); Legal Committee (LEG): Mr Moammad Kacem Fazelly (Afghanistan); Nominations Committee (NOM) Ms Ussell Utegenova (Kazakhstan); and Credentials Committee (CRE): Cameroon. She then invited the Vice-Chairs of the different electoral groups to present their candidates.

2. **Mme Chainaye** (Belgique) (Vice-Présidente pour le Groupe I) propose la candidature de M. Anders Ahnlid, Ambassadeur de Suède, à la présidence de la Commission CI (Communication et information).

3.1 **Mr Oberoi** (India) (Vice-Chair for Group IV) said that it was his privilege to introduce to the Board the next President of the General Conference, Mr Hao Ping of the People's Republic of China, Vice Minister of the Ministry of Education, President of the Beijing Foreign Studies University, with a PhD from the same university, and Chair of the National Commission of the People's Republic of China for UNESCO. His distinguished career as an academic, administrator and member of several of the most important committees of the People's Republic of China stood him in good stead for his post as President of the General Conference.

3.2 He then presented the Chair of the Legal Committee, Mr Mohammad Kacem Fazelly, Ambassador of Afghanistan, erudite legal specialist, lawyer, expert, and friend, philosopher and guide to all Members of the Board, especially in the Asia-Pacific region.

3.3 He said that the third person from Group IV, Chair of the Nominations Committee, Ms Assel Utegenova from Kazakhstan, needed no introduction as she had already very capably chaired the Committee on Conventions and Recommendations for the past two years. He requested that the Mr Hao Ping and Mr Fazelly be invited to say a few words.

4. **周先生** (中国) 感谢印度大使的推荐和亚太组对郝平先生的信任。他表示中国会积极考虑此事。如果大家信任, 中国将按大会相关规定履行其义务。

(4) **Mr Zhou** (China) expressed his appreciation for the recommendation by India and the trust of the Asia and the Pacific group. He stated that China would consider that recommendation actively. If entrusted with the post, China would fulfil its obligations in line with the relevant provisions of the General Conference.

5. **M. Fazelly** (Afghanistan) dit avoir souhaité la mission qui lui est confiée, une mission à laquelle il croit. Rappelant les différentes fonctions juridiques qu'il a occupées au cours de sa carrière, il promet de faire tout son possible pour répondre aux attentes du Conseil exécutif et de la Conférence générale.

6. **Mr Grexa** (Slovakia) (Vice-Chair for Group II) introduced Ms Dace Melbarde, Latvia's representative heading UNESCO's Intergovernmental Committee for the Safeguarding of the Intangible Cultural Heritage, Director of the Latvian National Centre for Culture, with previous experience as Under-Secretary of State on Cultural Policy Issues at the Latvian Ministry for Culture from 2004 to 2009.

7. **La Sra. Sánchez Bello** (República Bolivariana de Venezuela) dice que el Grupo III aspira a presidir la Comisión de ciencias sociales y humanas y que propone para ello al Dr. Gonzalo Abad, sociólogo ecuatoriano egresado del Instituto de Altos Estudios de Ciencias Sociales de la Universidad París I, quien actualmente trabaja a tiempo completo en la Facultad Latinoamericana de Ciencias Sociales (FLACSO), con sede en Quito. De su trayectoria, pone de relieve que siempre ha estado muy vinculado a la Organización, ya que trabajó, entre otras cosas, en el Sector de Ciencias Sociales y Humanas y como director del CRESALC y destaca, además de su conocimiento de varios idiomas y su probada competencia en una esfera que el Grupo III considera muy importante en sí y para su región.

(7) **Ms Sánchez Bello** (Bolivarian Republic of Venezuela) said that Group III hoped to chair the Social and Human Sciences Commission and that it nominated Dr Gonzalo Abad, an Ecuadorian sociologist and graduate of the *École des hautes études en sciences sociales* (EHESS) of the Pantheon-Sorbonne University "Paris 1", who was currently working full-time at the Latin American Faculty of Social Sciences (FLACSO), based in Quito, Ecuador. She highlighted the fact that in his career, he had always maintained close ties with UNESCO, having worked, for example, in the Social and Human Sciences Sector and as Director of the Regional Centre for Higher Education in Latin America and the Caribbean (CRESALC). In addition, he had knowledge of several languages and proven competence in a field that Group III considered as very important in itself and for its region.

٨ أشار السيد بامخرمه (جيبوتي) إلى أن المرشحين عن المجموعة الأفريقية (المجموعة الخامسة (أ)) هما جنوب أفريقيا والكامرون، وأن الأسماء ستقدم إلى الأمانة لاحقاً.

(8) **Mr Bamakhrama** (Djibouti) said that the two candidates from the Africa group (Group V(a)) were South Africa and Cameroon and that the names would be submitted to the Secretariat shortly..

٩ أفاد السيد الرئيس (المملكة العربية السعودية) بأن المجموعة العربية تقترح ممثلاً واحداً للجنة التربية ولكنه اعتبر أنه عضو له وزن ويُعتز به، وهو السيد عبد السلام القلاي، الذي اشتغل كأستاذ جامعي قبل أن يزاول عمله الدبلوماسية، والذي يعمل حالياً ومنذ عدة سنوات كسفير لجمهورية ليبيا لدى اليونسكو، مما أكسبه خبرة بأعمال اليونسكو. وأضاف قائلاً إنه حاصل على شهادات البكالوريوس والماجستير والدكتوراه في الرياضيات من مختلف الجامعات الإنجليزية والأمريكية، وبالتالي فقد اعتبر أن وجود متخصص في الرياضيات في المنظمة، في سياق الأزمة المالية الراهنة، سيساعد على تسهيل الحسابات..

(9) **Mr Aldrees** (Saudi Arabia) said that although the Arab group wished to nominate only one representative, for the ED (Education) Commission, Mr Abdulsalam El-Qallali, who was an influential and greatly respected individual who had worked as a university lecturer before taking on his diplomatic role and had been working for a number of years as the Libyan Ambassador to UNESCO, where he had gained experience of UNESCO's work. He added that Mr El-Qallali held degrees in mathematics at the bachelor's, master's and PhD levels from universities in the United Kingdom and the United States of America, and that in his view, having a mathematics specialist in the Organization would be beneficial for its accounting amid the present financial crisis.

10. **The Chair** invited Members of the Board to approve the list of proposed candidates to be recommended to the General Conference at its 37th session.

11. *It was so decided.*

Joint meeting of the Programme and External Relations Commission (PX) and the Finance and Administrative Commission (FA): report and draft decisions submitted to the Executive Board (191 EX/48)

Item 8: Preliminary study on the technical, legal and museological aspects relating to the desirability of a standard-setting instrument on the protection and promotion of museums and collections (191 EX/8)

Draft decision in paragraph 2 of document 191 EX/48

Item 11: Preservation and access to documentary heritage

Part I: Draft action plan for strengthening the Memory of the World Programme (191 EX/11 Part I)

Draft decision in paragraph 3 of document 191 EX/48

Part II: Preliminary study of the technical, financial and legal aspects on the desirability of a standard-setting instrument (191 EX/11 Part II)

Draft decision in paragraph 4 of document 191 EX/48

Item 12: UNESCO Prizes: revised strategy (191 EX/12)

Draft decision in paragraph 5 of document 191 EX/48

Item 14: Category 2 institutes and centres

Part II: Proposal for the establishment in Skopje, the former Yugoslav Republic of Macedonia, of the international Institute of Earthquake Engineering and Engineering Seismology (IZIIS), University "Ss. Cyril and Methodius" (191 EX/14 Part II and Corr.)

Draft decision in paragraph 7 of document 191 EX/48

Part III : Proposal for the establishment in Langfang, China, of an international centre on global-scale geochemistry (191 EX/14 Part III)

Draft decision in paragraph 8 of document 191 EX/48

Part IV: Proposal for the establishment, in South Africa, of an African centre for global change and water resources research (191 EX/14 Part IV)

Draft decision in paragraph 9 of document 191 EX/48

Part V: Proposal for the establishment in Beijing, China, of an International knowledge centre for engineering sciences and technology (191 EX/14 Part V)

Draft decision in paragraph 10 of document 191 EX/48

Part VI: Proposal for the establishment in Chungju, Republic of Korea, of an International centre of martial arts for youth development and engagement (191 EX/14 Part VI)

Draft decision in paragraph 11 of document 191 EX/48

Part VIII: Proposal for the establishment in Aalborg, Denmark, of an Aalborg centre for problem-based learning in engineering science and sustainability (191 EX/14 Part VIII)

Draft decision in paragraph 12 of document 191 EX/48

Part IX: Proposal for the establishment in Daejeon, Republic of Korea, of an International centre for water security and sustainable management (I-WSSM) at the K-Water Institute (191 EX/14 Part IX)

Draft decision in paragraph 13 of document 191 EX/48

Part X: Proposal for the establishment in Stockholm, Sweden, of an International centre for water cooperation (191 EX/14 Part X)

Draft decision in paragraph 14 of document 191 EX/48

Part XI: Evaluation and renewal of five category 2 centres (191 EX/14 Part XI)

Draft decision in paragraph 15 of document 191 EX/48

Item 15: Draft Medium-Term Strategy (37 C/4) and Draft Programme and Budget (37 C/5) and recommendations of the Executive Board (37 C/4 Draft, 37 C/5 Draft and Addenda and Corrigenda, 191 EX/15, 191 EX/15.INF, 191 EX/AHPG.INF).

Draft decision in paragraph 16 of document 191 EX/48

Item 16: Follow-up to the independent external evaluation of UNESCO

Part I Progress report (191 EX/16 Part I, 191 EX/16.INF, 191 EX/AHPG.INF)

Draft decision in paragraph 17 of document 191 EX/48

Part III : Policy framework for strategic partnership (191 EX/16 Part III, 191 EX/16.INF.3)

Draft decision in paragraph 18 of document 191 EX/48

Part IV: Follow-up to the report of the Joint Inspection Unit (JIU) on the management and administration of UNESCO (191 EX/16 Part IV, 191 EX/16.INF.2)

Draft decision in paragraph 19 of document 191 EX/48

Item 17: Proposals for measures to improve effective management of education-related category 1 institutes (191 EX/17)

Draft decision in paragraph 20 of document 191 EX/48

Item 20: Implementation of standard-setting instruments

Part II: Preliminary study on the technical and legal aspects relating to the desirability of revising the 1976 Recommendation on the Development of Adult Education (191 EX/20 Part II)

Draft decision in paragraph 21 of document 191 EX/48

Part III: Preliminary study on the technical and legal aspects relating to the desirability of revising the 2001 Revised Recommendation concerning Technical and Vocational Education (TVET) (191 EX/20 Part III)

Draft decision in paragraph 22 of document 191 EX/48

Item 22: Internal Oversight Service (IOS): annual report 2012 (191 EX/22, 191 EX/22.INF AND 191 EX/22.INF.2, 191 EX/AHPG.INF)

Draft decision in paragraph 23 of document 191 EX/48

Item 24: Report by the Director-General on the state of progress of the reform of the field network (191 EX/24 and Corr. and Add.)

Draft decision in paragraph 24 of document 191 EX/48

Item 26: Financial situation of the organization and its implications for the implementation of the 36 C/5 (191 EX/26 AND 191 EX/AHPG.INF)

Draft decision in paragraph 25 of document 191 EX/48

Item 28: New audits by the external auditor

Part I: Audit of the UNESCO Participation Programme (191 EX/28 Part I)

Draft decision in paragraph 26 of document 191 EX/48

Part II: Audit of UNESCO's budgetary and financial crisis management: impacts of the ongoing reforms, emergency measures and the resultant structural measures (191 EX/28 Part II and 191 EX/28.INF)

Draft decision in paragraph 27 of document 191 EX/48

Item 33: Report of the open-ended tripartite working group on the follow up to the review of the cooperation of the UNESCO Secretariat with National Commissions for UNESCO (191 EX/33)

Draft decision in paragraph 29 of document 191 EX/48

Item 39: Registration and promotion by UNESCO of good practices in the field of education (191 EX/39, 191 EX/INF.DG)

Draft decision in paragraph 31 of document 191 EX/48

Item 40: UNESCO work plan on the safety of journalists and the issue of impunity (191 EX/40)

Draft decision in paragraph 32 of document 191 EX/48

Item 41: Report on the review of the implementation of the Information for All Programme Strategic Plan (2008-2013) (191 EX/41 and Add.)

Draft decision in paragraph 33 of document 191 EX/48

Item 42: Preliminary study on the technical and legal aspects relating to the desirability of a global

standard-setting instrument on the recognition of higher education qualifications (191 EX/42)

Draft decision in paragraph 34 of document 191 EX/48

12.1 **Ms Katagum** (Nigeria) (Temporary Chair of the Programme and External Relations Commission – PX) *in extenso*:

Madam Chair of the Executive Board, Madam President of the General Conference, Madam Director-General, distinguished colleagues, ladies and gentlemen, I have the honour to present to you the conclusions of the joint meeting of the Programme and External Relations (PX) and Finance and Administrative (FA) Commissions of the Executive Board which was chaired together with my dear friend and co-Chair, H.E. Mr Matthew Sudders. The joint meeting examined 18 items jointly with the FA Commission over seven scheduled sessions, four extended sessions and three additional sessions. Four of these items were discussed in depth by the Ad Hoc Preparatory Group, whose recommendations were recalled at the time of examination of each of these items. I wish to thank the Ad Hoc Preparatory Group and especially its Chair, Ms Vera Lacoueilhe (Saint Lucia) for the work done, which contributed to inform the discussions of the joint meeting. My oral report will address items that Ambassador Sudders will not cover in his oral report.

Item 15: Draft Medium-Term Strategy (37 C/4) and Draft Programme and Budget (37 C/5) and recommendations of the Executive Board (37 C/4 Draft, 37 C/5 Draft and Addenda and Corrigenda, 191 EX/15, 191 EX/AHPG.INF, 191 EX/15.INF).

12.2 The joint meeting of the PX and FA Commissions examined item 15 "Draft Medium-Term Strategy (37 C/4) and Draft Programme and Budget (37 C/5) and recommendations of the Executive Board". Regarding document 37 C/4, 23 Member States intervened. The majority of members expressed their general support to the Director-General for the proposed document 37 C/4. Some members expressed appreciation for, *inter alia*, the preservation of the five major programmes, the focus on the comparative advantages of the Organization, the guiding principles followed, and the interdisciplinary character of the nine strategic objectives. Several Member States stressed the need to make document 37 C/4 shorter, more concise, easier to read and more focused, giving more attention to its strategic dimension and less to implementation and delivery modalities. To avoid redundancies with document 37 C/5, a suggestion was made to drop the expected outcomes and integrate them into the expected results of document 37 C/5. Moreover, it was felt that the linkages between the C/4 and C/5 documents should be strengthened. The need for more operationalization of sunset clauses was also underlined.

12.3 Members welcomed the focus of document 37 C/4 on, *inter alia*, EFA – notably within the post-2015 perspective – education for sustainable development and for global citizenship, the United Nations Secretary-General's Global Education First Initiative (GEFI), science-policy-society interface, the Global Ocean Compact, freedom of expression and universal access to information. The importance of sufficient preparatory work to set the future global education agenda was highlighted. Collaboration between natural and social and human sciences should be strengthened, specifically in areas such as "sustainability science" which should be clearly spelled out in related strategic objectives. It was also

deemed important to reinforce the science networks, engineering for sustainable development, the culture conventions – in particular in connection to their contribution to development – and the promotion of cultural diversity and biodiversity through UNESCO's world heritage sites and biosphere reserves. One member pointed out the importance of promoting visionary ideas for building sustainable knowledge societies.

12.4 Several members expressed concern about the risk of dilution of some programmes, notably ICTs for education and the Memory of the World Programme, and their proposed transfer from the Communication and Information (CI) Programme to the Education and Culture Programmes respectively. Some members were of the view that the mandate of the CI Sector appeared to be reduced to freedom of expression. A member called for enhanced focus on the development of cyberspace, as well as on ethical principles which should guide the information society, and on the promotion of access to quality information. It was also mentioned that issues concerning the responsibility and the pluralism of the media, including community-based media, were insufficiently reflected in strategic objective 9.

12.5 The proposal to establish the centre for social transformations and intercultural dialogue generated an extensive debate among Member States. Some members fully supported the Director-General's proposal, noting with interest its transversality, its important added value in providing a tool for the operational implementation of the MOST Programme and the opportunity it would provide to strengthen intercultural dialogue and better position UNESCO in the international context. Other members expressed concerns, particularly with regard to the value added of such a centre and the creation of a new structure at a period of serious budgetary difficulties. It was also suggested that social inclusion, human rights, youth empowerment and intercultural dialogue should be mainstreamed throughout all programmes and not embedded in a single structure. Some members stressed the need for further clarification on the nature of the activities of the centre, its organizational structure, budget and role within the social and human sciences, as well as the positioning of the MOST Programme. Some Member States stressed the need for including issues relating to human rights, environment and climate change in document 37 C/4 and in the concept note for the proposed centre. Many members called for further consultations to flesh out the operational and budgetary details of the centre, as well as its thematic focus.

12.6 Several members inquired about the impact of the discontinuation of the Bureau of Field Coordination on programme delivery and the possible effects on the coordination of activities between Headquarters and field offices. Clarifications were sought regarding reporting lines as well as the role of the programme specialists in the field offices, particularly in the field of natural and social and human sciences.

12.7 Concerning document 37 C/5, 18 Member States intervened. Members commended the Director-General and the Secretariat for the quality of document 37 C/5. The reduction in the number of main lines of action (MLA) and expected results was noted positively. It was noted, however, that there was still room for improvement, particularly with regard to the formulation of the expected results to make them more impact-oriented and commensurate with the level of resources assigned. The

importance of a solid monitoring and reporting system, sunset clauses and exit strategies was also highlighted.

12.8 Clarifications were sought on the extent to which the present proposals reflected the outcomes of the regional consultations on the preparation of the 37 C/4 and 37 C/5 documents, the implications of the new quadrennial cycle on the Organizations' activities at country level and the mechanism used to link the four-year programme to the biennial budget.

12.9 Support to Global Priority Africa was expressed by some members, who called for clarification about the financial resources available for Africa and the flagships as well as about the roles and responsibilities of Headquarters and field offices in their implementation. The need for impact-oriented expected results for the flagships was also stressed. Furthermore, it was noted that the partnership strategy should be aligned to UNESCO's position in the global context.

12.10 As regards Major Programme I, support was expressed for the three priority sub-sectors but the importance of early childhood care and education and primary and secondary education was stressed, especially in view of a holistic approach to achieving the education for all (EFA) goals. Taking into account the capacity of the International Bureau of Education (IBE), a suggestion was made that the International Conference on Education (ICE) could be merged with the existing EFA coordination mechanism to ensure the efficient use of resources. It was further noted that the IBE strategy to become a centre of excellence in curriculum development should have been more explicit in document 37 C/5. Another member stressed the importance of arts education and entrepreneurship education to address the needs of youth and employment. Concern was raised regarding the Education Sector's diminishing focus on the E-9 countries and clarifications were sought on the status of the South-South cooperation fund for education. Moreover, one member felt the need for further alignment between the C/5 and C/4 documents while another stressed the need to define baseline indicators.

12.11 Concerning Major Programme II, the importance of the Intergovernmental Oceanographic Commission (IOC), in particular its tsunami early warning systems, was highlighted by some members and it was expected that this would be well funded. Clarification was also sought on the future of work in the context of the Mauritius Strategy on SIDS and on climate change in the next biennium, given the discontinuation of the intersectoral platform modality.

12.12 Regarding Major Programme III, similar interventions were made concerning the proposed centre for social transformation and intercultural dialogue as in the debate on document 37 C/4 which I reported on earlier. In addition, deeming that the operational strategy on youth was too general, it was requested that tangible targets and quantifiable results be defined. The importance of youth entrepreneurship was also raised. Moreover, due consideration should be given to ethics of science and technology activities, notably related to the ethical principles for climate change.

12.13 With regards to Major Programme IV, one member expressed the wish to see separate expected results for the culture conventions in order to facilitate evaluation and accountability in the context of result-based budgeting (RBB). Furthermore, it was proposed to include the word "culture" in the title of Major Programme

IV. Concern was raised in relation to the place given to the *General History of Africa*, the Slave Route project, as well as to the Tagore, Neruda and Césaire project. The importance of arts education in schools was also emphasized and the proposed expansion of the creative cities network was welcomed. With regard to the spending priorities contained in document 37 C/5 Addendum 2, clarifications were requested, notably with regard to the ranking of the Slave Route project as spending priority 3, and the General and Regional Histories programme as spending priority 5.

12.14 Concerning Major Programme V, regarding the proposed transfer of certain activities to Major Programme I and Major Programme IV, the opinion of members was mixed, with some expressing support, while others expressed concern and asked for the re-assignment of these activities to Major Programme V. In particular, while several members expressed support for the proposed transfer of the Memory of the World Programme to Major Programme IV, indicating that a regrouping of all heritage safeguarding activities under one sector would enhance programmatic focus, efficiency and coherence, other members expressed preference for maintaining the Memory of the World Programme under Major Programme V, arguing that it focused on digitalization and archives and links with ongoing efforts to promote universal access to information and knowledge.

12.15 Regarding the application of results-based budgeting (RBB), clarification was requested on the total level of resources identified by the five major programmes for the three new costs categories presented in document 37 C/5. Moreover members considered that the Appropriation Resolution should be at the expected result level in line with RBB and not at the major programme level as proposed by the Secretariat.

12.16 Some members requested that increased budget provisions be assigned to the Unit for Post-Conflict and Post-Disaster activities and to the Participation Programme. It was noted that the implementation plan, based on the expected cash flow situation for 2014-2015, was useful as it set the basis for priority-setting. Members inquired about the consistency of the criteria used to identify and rank the spending priorities across all major programmes. Clarification was also sought about when the implementation plan would enter into force and on how the prioritization process would work. Clarification was requested as to whether there was a link between the expected reductions in expenditure and the list of spending priorities. It was also urged that should further cuts become necessary, it was expected that available resources would be predominantly allocated to programmes and that there should be adequate balance between programme and support costs.

12.17 A number of members reiterated the need for the Secretariat to present a revised full-fledged expenditure plan reflecting a \$507 million budget level, which would be the expected cash available if approximately 22% of the assessed contribution of a \$653 million budget would be withheld. Exit strategies by thematic areas based on spending priorities should be presented together with this plan. Conversely, it was asked whether it would be possible to present a revised budget scenario which foresaw a slight increase above the \$653 million ceiling allowing for inflation and statutory increases, which after a 22% reduction would allow the Secretariat to come closer to the \$536 million minimum cash flow level identified in

document 37 C/5 Addendum 2. In addition, the 0% lapse factor was not deemed appropriate.

12.18 Ambassador Sudders will report on the work of the working group and will present the outcomes of the debate on the several decisions that were presented on this item, following which the joint meeting recommended the decisions presented in paragraph 16 of document 191 EX/48.

Item 20: Implementation of standard-setting instruments

Part II: Preliminary study on the technical and legal aspects relating to the desirability of revising the 1976 Recommendation on the Development of Adult Education (191 EX/20 Part II)

Part III: Preliminary study on the technical and legal aspects relating to the desirability of revising the 2001 Revised Recommendation concerning Technical and Vocational Education (TVET) (191 EX/20 Part III)

12.19 The joint meeting pursued its work with item 20 "Implementation of standard-setting instruments, **Part II** – Preliminary study on the technical and legal aspects relating to the desirability of revising the 1976 Recommendation on the Development of Adult Education", and "**Part III** – Preliminary study on the technical and legal aspects relating to the desirability of revising the 2001 Revised Recommendation concerning Technical and Vocational Education (TVET)". Four Member States intervened on the item expressing support for revisions of the two instruments to make them relevant to new developments. For instance, the relevance of the recommendation on adult education for addressing illiteracy was stressed. The proposal to use alternative cost-effective means in lieu of the proposed special committee was welcomed, particularly in view of the current financial situation of the Organization, and suggestions were made such as to the involvement of the UNEVOC Centre in Bonn, as well as the costs of regional conferences covered by host countries. For this item, the joint meeting recommended the draft decisions in paragraphs 20 and 21 of document 191 EX/48.

Item 39: Registration and promotion by UNESCO of good practices in the field of education (191 EX/39, 191 EX/INF.DG)

12.20 The joint meeting then examined item 39 "Registration and promotion by UNESCO of good practices in the field of education". Five Member States intervened on the item, expressing their support. The importance of exchanging good practices between Member States was stressed, notably in view of reaching EFA and MDG goals. Some recalled that providing a platform of exchange was in line with UNESCO's function as a laboratory of ideas, clearing house and catalyst for international cooperation and would promote the work carried out by the Education Sector in collecting and disseminating good practices in various areas such as literacy, inclusive education, higher education and others. Different tools such as the web and publications were evoked to that end; it was also felt that the Global Education First Initiative (GEFI) could contribute to that purpose. For this item, the joint meeting recommended the draft decision in paragraph 30 of document 191 EX/48.

Item 42: Preliminary study on the technical and legal aspects relating to the desirability of a global

standard-setting instrument on the recognition of higher education qualifications (191 EX/42)

12.21 The next item examined by the joint meeting was item **42** “Preliminary study on the technical and legal aspects relating to the desirability of a global standard-setting instrument on the recognition of higher education qualifications”. Fifteen Member States took the floor on the item. Most members welcomed the preliminary study and underlined the importance of students and staff mobility. While many members expressed support to develop a global normative instrument, a consultative and fully inclusive process was requested to reflect on the scope and format of the instrument. Strong concerns were expressed as regards the existing diversity of higher education systems and most members recommended that a gradual approach be adopted in the endeavour, building on the existing regional conventions. Some members expressed reservation on the timing of such an instrument considering the financial situation of UNESCO and enquired about the implications of UNESCO’s human and financial resources that would be required. For this item, the joint meeting recommended the draft decision in paragraph 33 of document 191 EX/48.

Item 8: Preliminary study on the technical, legal and museological aspects relating to the desirability of a standard-setting instrument on the protection and promotion of museums and collections (191 EX/8)

12.22 Concerning item **8** “Preliminary study on the technical, legal and museological aspects relating to the desirability of a standard-setting instrument on the protection and promotion of museums and collections”, 19 Member States intervened. All members recognized the economic, social and educational role of museums, as well as their role in the fight against the illicit traffic in cultural property and in promoting intercultural dialogue and social inclusion. Some members were in favour of the elaboration of a new instrument on the subject matter, noting that the only legal instrument directly concerning museums dated back to 1960 and did not satisfactorily address the reality of the contemporary museum world. It was recalled that a recommendation would not be legally binding but would offer guidelines, benchmarks and best practice examples for museums in countries where adequate legislation and resources were lacking. Others were of the view that a new instrument might create duplications with the existing related legal instruments and recommended, instead, to strengthen their implementation, in particular the 1970 Convention, and to develop further synergies with museums and programmes to support them. The difficulty for a single instrument to properly address the diversity of contexts was also highlighted. Moreover, many members expressed their concern over the lack of necessary financial resources in the current budgetary context of the Organization, recalling that while the elaboration of the instrument might be covered by extrabudgetary resources, it was not currently possible to predict its scope and content and therefore difficult to evaluate the cost of its implementation in the long term. For all those reasons, they suggested that the creation of a new standard-setting instrument be postponed. For this item, the joint meeting recommended the draft decision in paragraph 2 of document 191 EX/48.

12.23 During the adoption of the draft decision, the room was divided as regards the recommendation that the General Conference invites the Director-General to prepare a preliminary text of a new standard-setting instrument. The recommendation was finally adopted but

many members wished to include that the financial implications indicated in the preliminary study only took into account the cost of the elaboration of the new instrument and that its long-term financial impact should be evaluated.

Item 11: Preservation and access to documentary heritage

Part I: Draft action plan for strengthening the Memory of the World Programme (191 EX/11 Part I)

Part II: Preliminary study of the technical, financial and legal aspects on the desirability of a standard-setting instrument (191 EX/11 Part II)

12.24 With regard to item **11** “Preservation and access to documentary heritage, **Part I** Draft action plan for strengthening the Memory of the World Programme” and “**Part II** Preliminary study of the technical, financial and legal aspects on the desirability of a standard-setting instrument”, 33 Members intervened.

12.25 Concerning **Part I**, members expressed their unanimous support to the Memory of the World programme as an important contribution to providing access to and preserving documentary heritage over the past 20 years. In the context, the action plan was most welcomed as a way to foster partnerships and to increase visibility and the involvement of national and regional committees in its implementation was underlined. Some members felt nevertheless that the action plan was too ambitious, considering the budgetary implications and that differentiation should be made between fundraising targets and financial commitments. Others were supportive of an ambitious action plan to address the challenges related to documentary heritage and recommended a phased approach and prioritization of objectives to overcome the financial constraint. A number of members underlined the need to reinforce the programme in terms of financial and human resources to ensure appropriate implementation of the action plan; one member stressed that field staff and national committees would also be key resources for the action plan delivery. The establishment of an extrabudgetary fund was welcomed and Poland was commended for its expressed support to the Programme in that regard. One member proposed that Goodwill Ambassadors be called upon to help raise funds for the programme. Furthermore, some members emphasized the importance of policy advice and capacity-building activities to support the preparation of nominations and underlined that the action would increase the geographical scope of the international register and facilitate the building of national inventories.

12.26 The importance of maintaining links between heritage conventions, coordinated by the Culture Sector, as well as the Information for All programme (IFAP) was also evoked. In that regard, some members underscored the relevance of keeping the Memory of the World Programme within the Communication and Information Sector considering that conservation through digitalization was one of the main objectives, while a few others felt that it could belong to the Culture Sector. For this item, the joint meeting recommended the draft decision in paragraph 3 of document 191 EX/48.

12.27 Concerning **Part II**, a number of members were in favour of a standard-setting instrument dealing with the preservation of documentary heritage in all its forms which would serve as a dynamic force to further implement the draft action plan. Other members, while acknowledging

the relevance of such an instrument, emphasized the financial implications in the short and long term of adopting a legal instrument and expressed serious concerns on the timing of such a new instrument considering the financial situation of the Organization and the difficulties faced by UNESCO to meet its current statutory obligations. For this item, the joint meeting recommended the draft decision in paragraph 4 of document 191 EX/48.

12.28 Dear colleagues, in the framework of the debates on items related to the elaboration of new standard-setting instruments, some members strongly expressed that notwithstanding the need and value added of new instruments in certain areas, the financial implications in the short and long terms (namely not only for their elaboration but also for their implementation) should be kept in mind. They were of the view that considering that UNESCO already faced difficulties in meeting its current legal obligations linked to existing conventions because of the financial situation of the Organization, it was not sustainable to adopt new instruments.

Item 14: Category 2 institutes and centres

Part II: Proposal for the establishment in Skopje, the former Yugoslav Republic of Macedonia, of the international Institute of Earthquake Engineering and Engineering Seismology (IZIIS), University “Ss. Cyril and Methodius” (191 EX/14 Part II and Corr.)

Part III: Proposal for the establishment in Langfang, China, of an international centre on global-scale geochemistry (191 EX/14 Part III)

Part IV: Proposal for the establishment, in South Africa, of an African centre for global change and water resources research (191 EX/14 Part IV)

Part V: Proposal for the establishment in Beijing, China, of an international knowledge centre for engineering sciences and technology (191 EX/14 Part V)

Part VI: Proposal for the establishment in Chungju, Republic of Korea, of an international centre of martial arts for youth development and engagement (191 EX/14 Part VI)

Part VIII: Proposal for the establishment in Aalborg, Denmark, of an Aalborg centre for problem-based learning in engineering science and sustainability (191 EX/14 Part VIII)

Part IX: Proposal for the establishment in Daejeon, Republic of Korea, of an International centre for water security and sustainable management (I-WSSM) at the K-Water Institute (191 EX/14 Part IX)

Part X: Proposal for the establishment in Stockholm, Sweden, of an International centre for water cooperation (191 EX/14 Part X)

Part XI: Evaluation and renewal of five category 2 centres (191 EX/14 Part XI)

12.29 During the adoption of the draft decisions on item 14, explanation was sought on the deviations from the model agreement for the proposed centres in **Parts VIII and X**. One member was of the view that those deviations, due to national legislation, could serve as precedents in the future, and that there might be need to review the model agreement to make it more widely applicable. Another member, however, expressed

disagreement highlighting that each proposal was specific to certain instances and contexts and that therefore those two deviations should not serve in future as precedents. Following the adoption of the draft decisions related to the item, statements were made by representatives of host countries. For this item, the joint meeting recommended the draft decisions in paragraphs 7 to 15 of document 191 EX/48.

Item 37: Special post-conflict overall support programme for Côte d'Ivoire (191 EX/37, 191 EX/INF.DG)

12.30 The joint meeting continued with the examination of item 37 “Special post-conflict overall support programme for Côte d'Ivoire”, on which 10 Members intervened. Members unanimously supported the post-conflict programme for Côte d'Ivoire, recalling that promoting peace and mutual understanding was at the heart of UNESCO's mandate. The programme would help in strengthening the cooperation between UNESCO and Côte d'Ivoire to mobilize partners and resources, and the establishment of the national office in Abidjan attested to UNESCO's commitment towards the country. The programme would also support the promotion of peace in the country and the sub-region. China announced its support to Côte d'Ivoire in teacher training through its funds-in-trust. Members encouraged the pursuit of reconciliation, recovery and reconstruction in Côte d'Ivoire. For this item, the joint meeting recommended, by acclamation, the draft decision in paragraph 29 of document 191 EX/48.

Item 41: Report on the review of the implementation of the Information for All Programme Strategic Plan (2008-2013) (191 EX/41 and Add.)

12.31 As regards item 41 “Report on the review of the implementation of the Information for All Programme Strategic Plan (2008-2013)”, 16 Members intervened. The majority of members welcomed the review and underlined the importance of the Information for All Programme (IFAP) in the implementation of the Organization's mandate and strategic goals. Some underlined that 71% of respondent Member States to the survey positively evaluated IFAP, while some other members underscored the limited number of responses received and pointed out that only nearly half of the respondents had considered that IFAP had achieved the goals of the Strategic Plan 2008-2013. One member deemed that the survey was not adequate and that the report did not reflect properly some of the responses to the questionnaire. Moreover, further information was requested on the desk study which had been requested by the IFAP Council. While the majority of positive responses on IFAP activities was emphasized, some underscored that an important part of the response indicated that IFAP had not achieved its 2008-2013 goals. Several members underlined that IFAP should be an amplifier of projects carried out in the framework of UNESCO's regular programme work, including in support of media and information literacy, memory of the world and multilingualism in cyberspace. IFAP was cited as a particularly useful programme in developing countries and in the Caribbean, especially as it concerns capacity building for national IFAP committees and national experts. Other members expressed concern regarding possible duplication between IFAP and the Communication and Information (CI) regular programme, and requested that a further review and mapping be carried out to evaluate IFAP's overlap with regular

activities undertaken by CI as well as appropriate follow-up to the IOS evaluation of 2010.

12.32 Concerning the funding of IFAP, members expressed strong concern regarding the visibility and economic viability of the programme due to the fact that it had not drawn significant extrabudgetary funds, while other members were of the view that appropriate budget from the regular programme should be allocated to facilitate appropriate resource mobilization. For this item, the joint meeting recommended the draft decision in paragraph 32 of document 191 EX/48.

12.33 During the adoption of the draft decision, a few members expressed concern over the fact that the President of the IFAP Council was participating in the debate. Moreover, some members wished to stress the fact that the IFAP Council had not been able to raise substantive extrabudgetary funds and that the programme's economic sustainability was weak. Finally, one member expressed the view that there was no duplication of work with the CI programme.

12.34 Madam Chair and distinguished colleagues, reaching the end of my oral report, I would like to take this opportunity to express, once again, my sincere thanks to the distinguished members of the PX and FA Commissions for their patience, cooperation and commitment to our Organization. I would also like to thank the Director-General who, with the help of the Assistant Directors-General, provided the joint meeting with pertinent information and documents and useful explanations and clarifications. Allow me to also express my gratitude to His Excellency Ambassador Matthew Sudders for having carried out a systematic and comprehensive chairing of shared items that facilitated the deliberations of the joint meeting, as well as my thanks to his Secretariat team led by Mr Sachin Bhatt. I would like to extend special thanks to our technical assistants, room clerks, typists, interpreters and translators who stayed with us late into the night, and over the weekend, so that we were able to complete our work. Finally, I would also like to extend my sincere thanks to my team of the Secretariat of the PX Commission, for giving me support and making it possible for me to conduct the sessions effectively. I now pass the floor, with your permission Madam Chair, to my dear distinguished co-chair His Excellency Ambassador Matthew Sudders. I thank you all for your kind attention.

13.1 **Mr Sudders** (United Kingdom) (Chair of the Finance and Administrative Commission – FA)
in extenso:

Madam President of the General Conference, Madam Chair of the Executive Board, Madam Director-General, Excellencies, dear colleagues, ladies and gentlemen, I had the honour of co-chairing the joint meeting of the Finance and Administrative (FA) and Programme and External Relations (PX) Commissions of the Executive Board of UNESCO with H.E. Ambassador Katagum. Like my co-chair, I would also express my sincere appreciation to the Ad Hoc Preparatory Group and its Chair, Ms Vera Lacoëuilhe (Saint-Lucia). My oral report is a summary of the deliberations of the joint meeting of the FA and PX Commissions on the items that I had the honour of chairing, which follows the intervention of Ambassador Katagum on the items she chaired. The list can be found in paragraph 1 of document 191 EX/48 containing the draft decisions recommended by this Commission. At the end of our joint report, Madam Chair,

we would like to propose that the Executive Board adopt the entire set of draft decisions in document 191 EX/48.

13.2 Please note that, as had been requested and authorized, the International Staff Association of UNESCO (ISAU) was given the floor on items **16 Part IV, C, 24, and 28 Part II**. So now, without haste but without delay, let me begin.

Item 26: Financial situation of the organization and its implications for the implementation of the 36 C/5
(191 EX/26 AND 191 EX/AHPG.INF)

13.3 With regard to item **26** "Financial situation of the Organization and its implications for the implementation of the 36 C/5", while members expressed appreciation for the efforts undertaken by the Secretariat, they also voiced concern over the reduced implementation capacity of the Organization. Several members highlighted the overdependence of certain programmes on extrabudgetary funding and the need for UNESCO to conform to donors' priorities. Others stressed that the regular programme should be the core funding modality of UNESCO. In that regard, the representative of the Director-General assured Member States that UNESCO's policy was to only accept extrabudgetary funding for projects that were in line with its priorities. Concerns were also expressed with regard to the freezing or downscaling of certain programmes, such as those on fresh water and on the ethics of emerging technologies. In that respect, some Members sought clarifications on the methods used to define priority and non-priority programmes. It was also underlined that priority should be given to supporting countries in conflict and post-conflict situations, especially in the fields of education and protection of cultural heritage. One member suggested alternative ways of implementing certain programmes such as converting category 1 centres into category 2 centres or self-benefit funding.

13.4 Responding to a question on the borrowing capacity of the Organization, the representative of the Director-General clarified that UNESCO was authorized to engage in short-term borrowing should delays occur in anticipated receipts. She further explained that it was normal practice to use the working capital to fund short-term borrowing. She clarified that the Director-General did not have the authority, however, to enter into long-term loans without the approval of the General Conference and in her view it would be difficult to negotiate loans without guarantees. She further recalled that, following the recommendations of External Auditor on the Working Capital Fund, document 191 EX/27 made proposals for internal borrowing to finance the short-term cash flow needs of the regular programme.

13.5 Further queries were made concerning "mission-critical posts", and in particular how those posts were identified. The list effective as at March 2013 was accordingly shared with members. After consideration of the list, several members raised doubts, based on the titles of some posts, as to their criticality. Doubts were also expressed as to the effectiveness of recent structural reforms that merely involved movements of staff between services. Information was also requested on the implementation of the office-space optimization project. In reply, the Secretariat cited the AO reform as having reinforced the Africa Regional Administrative Platform and other needs in the field at a lower cost. Members were also informed that the first two phases of the office-space optimization had been completed and that the

Communication and Information (CI) and Culture (CLT) Sectors had now moved to the Fontenoy site. Members were aware that while there were on-going discussions, no official communication had been received from the United Nations Environment Programme (UNEP) concerning its wish to rent Building VII. The draft decision recommended to the plenary is in paragraph 25 of document 191 EX/48.

Item 15: Draft Medium-Term Strategy (37 C/4) and Draft Programme and Budget (37 C/5) and recommendations of the Executive Board (37 C/4 Draft, 37 C/5 Draft and Addenda and Corrigenda, 191 EX/15, 191 EX/15.INF, 191 EX/AHPG.INF)

13.7 With regard to item 15 “Draft Medium-Term Strategy (37 C/4) and Draft Programme and Budget (37 C/5) and recommendation of the Executive Board”, please allow me to remind you that the working group on the item, which was established by the joint meeting of the FA and PX Commissions, met between Friday 19 and Sunday 21 April. It was agreed that three representatives from each electoral group would take part in the debates of the working group. Some electoral groups changed their representatives to cover different programme areas and all observers present were free to intervene as they saw fit. Draft decisions and proposed amendments were examined and, as a result, similar draft decisions were grouped and similar amendments merged wherever possible. Draft decisions and proposed amendments as revised by the working group were merged into a single detailed consolidated document by BSP to be examined by the joint meeting of the PX and FA Commissions.

13.8 In the joint meeting, the discussions on the merged proposal were lively, frank, forthright and occasionally lengthy, particularly in the case of some of the merged paragraphs. In this oral report, I shall place emphasis on those paragraphs on which Member States dwelt at length.

13.9 With regard to document 37 C/4, the importance of training for both UNESCO staff and Member States on the subject of Results Based Management (RBM) was underlined, while at the same time the difficulty of achieving this objective in a context of financial stringency was recalled.

13.10 Regarding document 37 C/5, the joint meeting engaged in lively discussions in its consideration of Major Programme II (Natural Sciences), Major Programme III (Social and Human Sciences) and Major Programme V (Communication and Information).

13.11 With regard to Major Programme II (Natural Sciences), discussions centred on the definition of “*sustainability science*”. Several members voiced their concern regarding the use of a concept that did not seem to be clearly defined nor universally understood. They consented, however, to the proposal to defer the debate until after the international symposium on sustainability science of 19 September 2013 and to consider possible rewording at the 192nd session of the Executive Board.

13.12 With regard to Major Programme III (Social and Human Sciences), members discussed at length the role of the World Commission on the Ethics of Scientific Knowledge and Technology (COMEST) in the area of “*ethical dimensions of sustainable development in view of contemporary environmental challenges*”. Certain members expressed the view that this area fell outside UNESCO’s remit. Such issues, they argued, were

discussed and decided upon in the context of the United Nations Framework Convention on Climate Change. Other Members, however, emphasized the importance of ethics in relation to environmental challenges and expressed the opinion that ethics was implicitly linked to all UNESCO’s programmes.

13.13 My colleague Ambassador Katagum has already covered the debates concerning the proposed centre for social transformations and intercultural dialogue in her intervention.

13.14 The members of the joint meeting debated extensively the roles and responsibilities of the two science sectors in relation to strategic objective 4 (promoting the interface between science, policy and ethical and inclusive policies for sustainable development), strategic objective 5 (strengthening international science cooperation for peace, sustainability and social inclusion) and strategic objective 6 (supporting inclusive social development and promoting intercultural dialogue and the rapprochement of cultures).

13.15 Following the joint meeting’s decision to request the Secretariat to reword these strategic objectives so as to clarify the roles and responsibilities of both science sectors, a member stressed that in undertaking this task the Secretariat should seek to avoid creating further confusion. The debate was also very lively regarding Major Programme V (Communication and Information), with some members emphasizing the importance of placing the Information and Communication Technologies (ICTs) in Education programme within the Education Sector, while a significant number of members stressed that this programme belonged to the Communication and Information Sector. The different views expressed were around whether this was related to the content of the programmes or whether was also an issue of point of contact.

13.16 After an extended debate, one member requested that the discussion of the point be postponed until the plenary session of the Executive Board, and accordingly moved the adjournment of the debate of this paragraph for 48 hours. The adjournment was seconded by another Member State and put to the vote as per the rules of procedure of the Executive Board. Following the vote, the Legal Adviser indicated that there was no majority for the motion and the debate resumed. Subsequently, following further spirited interventions, the spirit of consensus prevailed and the joint meeting lauds the efforts in that regard of its members. Finally, a member underlined the importance of creating “*media development indicators*” (MDIs) for international media as well as for national media. In discussion on the implementation plan, a costed table of priorities was requested to be provided to the Member States as soon as possible.

13.17 Madam Chair, we heard a variety of enriching views and opinions and the draft decisions, which were a culmination achieved through consensus after members had put in long hours of debate, including during the weekend. They are recommended to the plenary in paragraph 16 of document 191 EX/48. Before moving on, let me sincerely thank all the members for their dedication to this item on the agenda in particular.

Item 28: New audits by the External Auditor

Part I: Audit of the UNESCO Participation Programme (191 EX/28 Part I)

13.18 With regard to item 28 “New audits by the External Auditor” Part I “Audit of the UNESCO Participation Programme”, members commended the External Auditor for the quality of his report, but some expressed the view that certain of the report’s criticisms were severe. Several members emphasized the importance of the Participation Programme as a means of increasing UNESCO’s visibility on the ground by allowing countries to implement successful projects in line with the mandate and priorities of UNESCO.

13.20 With regard to the External Auditor’s recommendation No. 5, certain members stressed that National Commissions were working to support UNESCO’s mandate and therefore did not consider that financing their equipment and running costs were inconsistent with the objectives of the Participation Programme. However, other members considered as unacceptable the funding of equipment that the audit had identified and expressed surprise that such requests were even possible. They requested that, as a matter of policy, such practises were discontinued. In light of the discussion, the representative of the Director-General’s explained that there were currently no rules barring National Commissions from filing such requests and several members therefore requested that a “*best practices manual*” be established that would guide applications and implementation.

13.21 While one member underlined that the Participation Programme should focus on Member States with the most needs, other members expressed their disagreement with Recommendation No. 2 advocating the use of “*GDP per capita*” criterion, especially with respect to the negative impact that its application would have on Small Island Development States (SIDS). They took the view that Assessed Contributions should be used as a criterion instead of GDP per capita. The representative of the Director-General explained that using Assessed Contributions as an eligibility criterion would not prevent rich countries from applying. He pointed out that some countries coming top of the GDP per capita lists were not even included among the highest contributors to UNESCO.

13.22 The representative of the Director-General welcomed the audit of the Participation Programme. While emphasizing the improvements achieved as reflected in the audit report, he acknowledged the need for a substantive codification of applicable rules and criteria. He expressed the opinion that the most important recommendation was recommendation No. 13 of the audit, concerning the need to enshrine basic rules, principles and policy lines for the Participation Programme through a General Conference resolution.

13.23 During the examination of the draft decision, while not wishing to break the consensus, one member expressed his reservations in adopting paragraph 3 of the decision concerning the implementation of the audit recommendations. He recalled the criticisms voiced during the debate over the severity of the audit report’s findings and recommendations. The draft decision recommended to the plenary is in paragraph 26 of document 191 EX/48.

Part II: Audit of UNESCO’s budgetary and financial crisis management: impacts of the ongoing reforms, emergency measures and the resultant structural measures (191 EX/28 Part II and 191 EX/28.INF)

13.25 In discussing item 28 “Audit of UNESCO’s budgetary and financial crisis management: impacts of the ongoing reforms, emergency measures and the resultant structural measures”, members commended the External Auditor for his report.

13.26 In response to a question concerning document 191 EX/28.INF, the External Auditor informed the joint meeting that, having taken cognizance of the document, while he stood by his opinion and recommendations, he did view the Director-General’s response as legitimate though not the usual practice.

13.27 Member States voiced their appreciation of the Director-General’s commitment to reform while asking, however, for the implementation of the 10 recommendations with a clear action plan. They also expressed the opinion that the Secretariat should list the recommendation that could be implemented and those that could not be and inform Member States accordingly. A query was also raised on how the Director-General would continue simultaneously day-to-day operations whilst pursuing the reform process.

13.28 Regarding the importance attached by several members to the implementation of recommendation 5 concerning a strategic staff restructuring plan, the representative of the Director-General informed Member States that the Director-General would do her utmost to implement the all the recommendations. He stressed, however, that recommendation 5 was far-reaching and could only be implemented once Member States had decided on the Organization’s programme structure. It was clearly stated that this was a shared responsibility between the three organs as it could only be driven by programmatic choices and priorities. The External Auditor concurred that recommendation 5 would require the involvement of the governing bodies.

13.29 Concerns were raised with regard to the effectiveness of the voluntary separation scheme, which, some Member States noted, had led staff assigned to mission-critical posts to be separated from the Organization, thereby compromising the Secretariat’s expertise without resulting in any savings. A question was also raised regarding the savings actually achieved as a result of the reorganization and redeployment efforts of the Secretariat.

13.30 With regard to recommendation 10 concerning the use of the Emergency Fund, several members concurred with the External Auditor that the Emergency Fund should not be used for recurring operating expenses. It was herein responded that the implementation of the recommendation would prove extremely difficult as a result of the deficit of the current biennium for which the entirety of the Emergency Fund was already earmarked.

13.31 Some members requested a review of the budget plan by the External Auditor to assess the adequacy of the resources allocated to the 37 C/5 programmes and results. The External Auditor explained that it could take the form of a budget orientation debate and confirmed his availability to provide elements for the discussions. Regret was expressed with regard to the delay in availability of the audit report and that the External Auditor had not shared the report with Member States before issuance. Hope was expressed that this would not be the case in

the future. The draft decision recommended to the plenary is in paragraph 27 of document 191 EX/48.

Part III: Audit of the UNESCO cluster office for India, Nepal, Bhutan, Bangladesh, Sri Lanka and Maldives – New Delhi, India (191 EX/28 Part III)

13.33 In considering item 28 “Audit of UNESCO cluster office for India, Nepal, Bhutan, Bangladesh, Sri Lanka and Maldives – New Delhi, India”, members expressed their appreciation for the External Auditor’s report. One member underlined that the External Auditor should fully respect the sovereignty of Member States, in particular with regard to the services a Member State may wish to offer UNESCO. Other members took the floor to request that the recommendations included in the audit report be applied to other field offices. The draft decision recommended to the plenary is in paragraph 28 of document 191 EX/48.

Item 16: Follow-up to the independent external evaluation of UNESCO

Part I: Progress report (191 EX/16 Part I, 191 EX/16.INF., 191 EX/AHPG.INF)

13.35 With regard to item 16 “Follow up to the independent external evaluation (IEE) of UNESCO” **Part I** “Progress report”, Member States commended the Secretariat for being concise and of quality. Members expressed their appreciation for the progress accomplished by the Organization in the follow-up to the IEE across its strategic directions, while also underlining that there was still room for improvement. Members felt that it would be pertinent to integrate the reporting on IEE follow up, the Roadmap, and the Organization’s EX/4 report into a single comprehensive EX/4 document with reform elements mainstreamed throughout it.

13.36 With regard to strategic direction 1 “Increasing UNESCO focus”, several members called for an increased focus of UNESCO’s programme. They stressed the importance of phasing out or discontinuing some programmes, where applicable. In that regard, one Member State underlined the shared responsibility of Member States, reminding the commissions that the Director-General had indeed already put forward several proposals to sharpen focus which however had not met with Member States’ approval. Concerning the consultation process for the C/4 and C/5 documents, it was felt that, while the questionnaire developed for the latest consultation cycle represented an improvement, there was still ample room for progress.

13.37 In his reply, the representative of the Director-General stressed that the intersectoral platforms had only been proposed for completion by the end of 2013. He informed members that reporting on intersectoral platforms was accessible to Member States through SISTER and document EX/4. With respect to the consultative process for the C/4 and C/5 documents, the representative of the Director-General stated his belief that some progress had been achieved, and recalled that the issue would be discussed during the next Executive Board session.

13.38 With regard to strategic direction 2 “Positioning UNESCO closer to the field”, several members sought further clarification concerning the timing of the draft proposal on the authority and accountability framework and of the reporting lines for the field network. One member stressed that the purpose of improving the field

offices/Headquarters ratio should be to strengthen UNESCO’s presence in the field and should not be a mere exercise of achieving the percentages through post reductions in Headquarters. The representative of the Secretariat assured Member States that the new accountability framework was intended to move the Organization from a culture of control to a culture of accountability by assigning greater responsibility to front-line managers in the field while reducing bureaucracy in Headquarters. He confirmed that the Director-General would submit a clear proposal to that effect to the Executive Board at its 192nd session. The representative of the Director-General confirmed that Human Resources Management (HRM) was monitoring both the number of staff and the number of posts and reiterated that the considerable improvement of the ratio since late 2012 was a result of both the abolition of vacant posts at Headquarters and staff transfers to the field.

13.39 With regard to strategic direction 3 “Strengthening participation in the United Nations system”, members commended UNESCO’s progress in reinforcing its participation in the United Nations system. Many felt that UNESCO’s comparative advantage was now better defined at the global level, its role and contribution more recognized, and its visibility increased.

13.40 With regard to strategic direction 4 “Strengthening governance”, several members stressed that although progress had been achieved, governance needed to be further reviewed in the context of the wider reform agenda. As to the review of intergovernmental programmes and processes, Member States underlined the need to carry out a more thorough mapping and identification of overlaps between regular programme activities in the Secretariat. Furthermore, members underlined that it was necessary to ensure that decisions of inter-governmental bodies were in conformity with the General Conference resolutions.

13.41 With regard to strategic direction 5 “Developing a partnership strategy”, members stressed the need to further reinforce public-private partnerships. A member reminded the commissions that a proposal by the Executive Board, adopted at its 190th session for amending the integrated comprehensive strategy for category 2 institutes and centres would be submitted to the 37th session of the General Conference.

13.42 In response to a request for clarification on the reporting mechanism on category 2 institutes and centres, the representative of the Director-General informed Members that programmatic reporting on these entities was an innovation which had only recently been included in SISTER. He also recalled that, programme sectors would also be reflecting this information in their EX/4 reports.

Part III Policy framework for strategic partnership (191 EX/16 Part III; 191 EX/16.INF.3)

13.43 With regard to item 16 “Follow-up to the independent external evaluation of UNESCO, **Part III: Policy framework for strategic partnerships**”, discussions focused mainly on the strategy for UNESCO Honorary and Goodwill Ambassadors (GWAs). Several members proposed that a uniform title be used for GWAs in accordance with a Joint Inspection Unit (JIU) recommendation of 2006. Members agreed on the title “Goodwill Ambassador” combined with complementary explanation as required, for example “Goodwill Ambassador for Peace, for Culture, for Arts, for Sport, for

Sciences, or for Communication". It was felt that this new wording would bring addition clarity to the programme. A number of members underlined the importance closely involving National Commissions in the process of proposing, vetting and endorsing Goodwill Ambassadors, but did not think it was appropriate for National Commissions to be involved in managing the actual selection process. One member, however, argued that National Commissions should be involved in managing the process as part of wider efforts to strengthen National Commissions. Responding to a question concerning the active solicitation of applications and the overall number of Goodwill Ambassadors, the representative of the Director-General explained that this was in order to achieve a broad geographical representation. He informed Member States that since her election, the Director-General had appointed some 30 "celebrity advocates". Responding to members' surprise regarding the number of GWAs appointed by UNESCO, the representative of the Director-General underlined that it was a reflection of UNESCO's broad mandate. He also clarified that the new two-year term was applied only to appointments by the current Director-General and not to GWAs appointed by previous Directors-General.

13.44 With regard to category 2 institutes and centres, a member stressed that since the cooperation framework with category 2 institutes and centres would be amended, *inter alia*, to take into account the specific needs of developing countries, it would be premature to submit the comprehensive partnership strategy to the Executive Board at its 192nd session.

Part IV Follow-up to the report of the Joint Inspection Unit (JIU) on the management and administration of UNESCO (191 EX/16 Part IV, 191 EX/16.INF.2)

13.45 With regard to item 16 "Follow-up to the independent external evaluation of UNESCO" **Part IV** "Follow-up to the report of the Joint Inspection Unit (JIU) on the management and administration of UNESCO", the Chair of the Special Committee (SP) reminded the members of the FA Commission that documents 191 EX/16 Part IV and 191 EX/16. INF.2 had already been discussed in the SP Committee. He informed Member States that these discussions had resulted in significant amendments to the draft decisions that were transmitted to the joint meeting for its consideration.

13.46 The Chair of the Ad Hoc Preparatory Group (AHPG) also reminded members that the item had been on the AHPG's agenda but could not be debated owing to the unavailability of the relevant documents. She recalled that that recommendation 1, on the creation of a dedicated change management group, had been put aside by the last Executive Board.

13.47 The representative of the International Staff Association of UNESCO (ISAU) requested the posting of the JIU recommendations on the UNESCO website in the interests of transparency. The representative of the Secretariat underlined that the status of JIU recommendations was currently available on the Internal Oversight Service (IOS) website. The draft decisions recommended to the plenary are in paragraphs 17, 18 and 19 of document 191 EX/48.

Item 24: report by the Director-General on the state of progress of the reform of the field network (191 EX/24 and Corr. and Add.)

13.49 With regard to item 24 "Report by the Director-General on the state of progress of the reform of the field network", members generally commended the work of the Secretariat. The debate focussed primarily on the reporting lines of field offices in Africa and their staffing needs. A number of members emphasized the need to clarify the reporting lines, particularly between multi-sectoral regional offices and national offices, as well as between Headquarters and field offices. In that regard, the importance of establishing clear reporting lines and the "lessons learned" in the first phase of the reform was underlined. That would benefit the future implementation of the field network reform, particularly in the context of the second phase of the field network reform in the Arab States during the next biennium for which, it was noted, consultations had not yet taken place.

13.50 With regard to staffing, some Member States expressed concern that some field offices had very few staff. It was even noted with surprise that there was a field office with only one programme specialist. The need to rapidly establish the location of the cluster office for Southern Africa was also emphasized. It was generally felt that it should be considered a privilege to be assigned to a field office, and most certainly not a "punishment". In that regard, members agreed that the Director-General should ensure that assignments to the field should be fully transparent.

13.51 In his reply, the representative of the Director-General stressed that a seriously reduced budget would compel the Secretariat to review the reform of the field network. He informed Member States that the Bureau of Field Coordination (BFC) was currently working on a table of accountability and that UNESCO was committed to full transparency. The draft decision recommended to the plenary is in paragraph 24 of document 191 EX/48.

Item 22: Internal Oversight Service (IOS): annual report 2012 (191 EX/22, 191 EX/22.INF and 191 EX/22.INF.2, 191 EX/AHPG.INF)

Item 17: Proposals for measures to improve effective management of education-related category 1 institutes (191 EX/17)

13.53 The Commission decided to examine together item 17 "Proposals for measures to improve effective management of education-related category 1 institutes" and item 22 "Internal Oversight Service (IOS) annual report 2012", the latter item having already been discussed by the Ad Hoc Preparatory Group.

13.54 With regard to the IOS annual report, several members commended the Secretariat for its quality. It was noted that that the audit of Special Accounts had identified large balances of idle or underused extrabudgetary funds. Concerns were expressed regarding the foundation partnership noted in the report, with one member asking that the Executive Board be notified should there be significant reputational risks. It was felt that the necessary steps should be taken to ensure that there was minimal or no time that UNESCO would not have a Director of IOS.

13.55 Regarding the reports on education-related category 1 institutes, several Member States commended IOS for highlighting a number of important issues to help the Education Sector formulate reform measures. It was

felt that the main challenge was now to implement effectively the proposed measures jointly with the institutes, governing bodies, host governments and Member States. Several members raised concerns regarding the institutes' financial situation, in particular their increasing dependence on extrabudgetary funding and the rather limited capacities for fundraising. One member emphasized the Organization's current budgetary constraints and emphasized that they would necessarily have to be taken into consideration when deciding on the future of category 1 education-related institutes. Some members reiterated the importance of certain institutes for their respective regions, namely the Institute for Information Technologies in Education (IITE) and International Institute for Higher Education in Latin America and the Caribbean (IESALC), and underlined their host countries' financial and institutional commitment to these institutes. With respect to IITE, one member emphasized that the institute's agreement with the host country should be taken into consideration. With regard to category 1 institutes, members emphasized the importance of striking the right balance between regular and extrabudgetary funding, and of having adequate staffing.

13.56 With respect to the "Review of priority gender equality", the issue was not brought up at the session. It was proposed that the issue be discussed at the following session of the Executive Board at the same time as the new Priority Gender Equality Action Plan.

13.57 In their response, the representatives of the Director-General underlined that institutes received a third of the budget of the Education Sector and that it would therefore be difficult to contemplate an increased allocation. They emphasized that UNESCO would try to mobilize further resources in close collaboration with Member States and host countries to improve the efficiency and effectiveness of the institutes in the context of the 18-month improvement plans. Progress in the implementation of recommendations in respect of the individual institutes would be reported to the Executive Board at its 195th session. The draft decisions recommended to the plenary are in paragraph 20 and 23 of document 191 EX/48.

Item 12: UNESCO Prizes: revised strategy (191 EX/12)

13.59 With regard to item 12 concerning the revised strategy for UNESCO Prizes, the joint meeting decided to adopt the draft decision without debate. Several issues, however, were raised while examining the draft decision. In particular, a number of members expressed concern regarding the ratio between costs allocated to the administration of a prize and the prize itself. Agreement was reached on the need to ensure that UNESCO prizes had "visibility". There was also a consensus on the principle that no prize should be abolished without due evaluation and reflection on its impact, and that the decision to abolish a prize should lie with the Executive Board. The draft decision recommended to the plenary is in paragraph 5 of document 191 EX/48.

Item 33: Report of the open-ended tripartite working group on the follow up to the review of the cooperation of the UNESCO Secretariat with National Commissions for UNESCO (191 EX/33)

13.61 With regard to item 33 "Report of the open-ended tripartite working group on the follow up to the review of the cooperation of the UNESCO Secretariat with National

Commissions for UNESCO", many members expressed satisfaction with the outcome of the working group and thanked the Secretariat for its coordination and assistance. Members emphasized the importance that all 14 recommendations contained in the action plan be implemented.

13.62 Questions were raised about the legal status of the action plan after its endorsement by the Governing Bodies and the obligation of Member States to create a National Commission. Some members expressed concern about the impact of ERI restructuring, especially with regard to the changing status of the National Commissions Section.

13.63 In his reply, the Legal Adviser explained that if the recommendations of the working group were adopted by the General Conference, they would become General Conference resolutions. The Secretariat also assured members that ERI's restructuring would not negatively impact the Secretariat's cooperation with national commissions. The draft decision recommended to the plenary is in paragraph 29 of document 191 EX/48.

Item 40: UNESCO work plan on the safety of journalists and the issue of impunity (191 EX/40)

13.65 With regard to item 40 "UNESCO Work Plan on the safety of journalists and the issue of impunity", the joint meeting unanimously welcomed the Work Plan and commended the Secretariat for focusing on that important issue. Several members underlined the importance of UNESCO's role in coordinating the United Nations-wide Action Plan and its contribution to successful interagency cooperation. Members expressed their appreciation that the document reflected the comprehensive consultation process undertaken by the Secretariat with Member States as well as the specific preoccupations of developing countries. The protection of journalists was underlined as an integral part of freedom of expression and access to information. The need to respect national sovereignty and the link between human rights and the safety of journalists was evoked. One member emphasized the importance of providing a precise definition of the term "journalist" in the framework of the plan.

13.67 In his reply, the representative of the Director-General underlined that the definition of "journalist" has been given by the United Nations Human Rights Committee, and by the Special Rapporteur on the promotion and protection of the right to freedom of opinion and expression in the report to the United Nations Human Rights Council on 4 June 2012. The draft decision recommended to the plenary is in paragraph 32 of document 191 EX/48.

13.68 Madam Chair, with your permission, I would like to add one clarification given by the Legal Adviser in response to the tripartite working group on National Commissions, which was to refer members to the Constitution and the relevant articles concerning National Commissions where they exist.

13.69 Madam Chair, ladies and gentlemen, we have now come to end of our oral presentation of the debates in the joint meeting of the Finance and Administrative Commission and the Programme and External Relations Commission. It goes without saying that I would like to express my gratitude to all those who contributed to the success of our work. Madam Chair, let me start by extending my sincere gratitude to you for your wise

counsel and unstinting support to the work of our commissions. I would also like to pay sincere tribute to my co-Chair, Ambassador Katagum, Chair of the PX Commission, and to the Temporary Chair of the FA Commission, Her Excellency, Francine Chainaye of Belgium for her support and assistance in the conduct of our work in this commission. I would also like to pay tribute to our colleagues, the members of the Commission and their deputies. They were determined and committed in expressing their views, advocating their positions and at the same time open to different and varied perspectives. In addition I would like to sincerely thank the Director-General, the Deputy Director-General and the Senior Management Team who provided us with all necessary clarifications and support to carry out our work. In particular, special thanks go to ADG/BSP, Hans D'Orville and Jean-Yves Le Saux and their team for being beside us all throughout the working group meetings and the discussions on documents C/4 and C/5 in the commissions. The Secretary of the Executive Board, Mr Michael Millward and his team for providing, as always, dependable and diligent support, a special mention for the indefatigable Karima Bekri for her support especially for all the late sessions and sustenance through delicious "macaroons" to see them through. The interpreters and translators who immensely facilitated our deliberations, the document production unit, the room clerks, the technicians, all of whom we depended on for the smooth running of our work, and finally, the Secretaries of the FA and PX Commissions, Mr Sachin Bhatt and Ms Meriem Bouamrane and their teams – Eunice Ong, Herminia Hernández Oliver, Alexandre Deganis and Elena Constantinou for the FA Commission and Caroline Munier, Martha Milanzi Nguni, Davide Storti, Alexandros Makarigakis and Sunday Fadina for the PX Commission. I thank you all for your attention and we remain at your disposal to respond to any questions or comments that you may have.

13.70 Madam Chair, I seek your indulgence on behalf of the co-Chairs to propose some important amendments to one of the draft decisions. Upon listening very carefully to the Director-General in the private session yesterday and in the Bureau meeting this morning, we, the co-Chairs of the joint meeting of the PX and FA Commissions, believe that there is a need to continue the discussions between Board Members on the programmatic priorities for the future orientations of our Organization. This is an important moment for our Organization and we Member States need to come together and live up to our responsibilities to help the Director-General and our Organization to collectively chart the future course and to make our Organization stronger. To this end, Madam Chair, with your permission, some amendments are proposed to be added to one of the draft decisions. I believe that the text has been distributed in the room and perhaps the Secretary could read it out. We, the co-Chairs of the joint meeting of the PX and FA Commissions thank you.

14.1 **The Chair** thanked the Chairs of the PX and FA Commissions for their presentations. She sent thanks to their absent colleague, Mr Adoua, Chair of the Programme and External Relations (PX) Commission and commended Ms Katagum for courageously standing in for him as Temporary Chair. Special thanks went to the Chair of the FA Commission and Mr Adoua for the way they conceptualized and gave effect to a working methodology for the mammoth task of examining documents 37 C/4 and 37 C/5.

14.2 She recalled that pursuant to Rule 47 of the Rules of Procedure of the Executive Board, the Board should adopt the entire set of draft decisions recommended by each plenary commission as a whole unless Board Members requested that a specific decision be adopted separately. Before proceeding to the adoption of the draft decisions recommended by the joint meeting of the commissions, the Board would examine any proposed amendments to the draft decisions in document 191 EX/48. In that connection, the Secretary had a brief announcement to make.

15. **The Secretary** announced that there was a paragraph missing in the draft decision on item 41, in document 191 EX/48, paragraph 33, which had been agreed for proposal to the Executive Board but erroneously omitted from the report. Following paragraph 7, paragraph 8 should read, "*Invites Member States to strengthen their participation and contribution to IFAP, recalling that the programme has not so far been able to attract substantial extrabudgetary funds*".

16. **The Chair** asked the Board to consider adopting the draft decisions contained in document 191 EX/48, with the exception of item 15, for which an amendment had been proposed.

17.1 **Mme Ossakedjombo-Ngoua Memiaghe** (Gabon), après avoir félicité les présidents des deux commissions, s'étonne que les deux séances exceptionnelles de la réunion conjointe tenues les samedi 20 et dimanche 21 avril ne soient pas mentionnées au paragraphe 1 du rapport écrit (191 EX/48).

17.2 S'exprimant au sujet du point 26 Situation financière de l'Organisation et incidences sur l'exécution du 36 C/5, elle propose, dans un souci de logique, d'inverser l'ordre des paragraphes 5, relatif au déficit budgétaire, et 6, relatif à la feuille de route, du projet de décision.

18. **The Chair** said that the technical changes to the report referred to by the representative of Gabon had been noted and would be taken care of by the Secretariat. Seeing no objection, she took it that the Board wished to adopt the draft decisions contained in document 191 EX/48 with the exception of the draft decision concerning item 15.

19. *It was so decided.*

20. **Mme Chainaye** (Belgique) souhaite que le paragraphe 12 du projet de décision relatif au point 15 **Partie I, A**, qui traite du Projet de 37 C/4, indique clairement que le document de la Directrice générale qui doit servir de base à une évaluation à l'issue de chaque quadriennium doit être présenté à la Conférence générale, comme le prévoyait expressément le texte adopté à la réunion conjointe.

21. **Mr Sudders** (United Kingdom) (Chair of the Finance and Administrative Commission – FA) endorsed the point made by the representative of Belgium, and apologized for not having included it in the report; it would be reflected in the final version.

Item 15: Draft Medium-Term Strategy (37 C/4) and Draft Programme and Budget (37 C/5) and recommendations of the Executive Board: operational strategies (37 C/4 Draft, 37 C/5 Draft and Addenda and Corrigenda, 191 EX/15, 191 EX/15.INF, 191 EX/AHPG.INF)

Draft decision in paragraph 16 of document 191 EX/48

22. **The Chair** called upon the Board to examine the proposed amendment to item 15, concerning paragraphs 9 to 14 of the draft decision found in document 191 EX/48, paragraph 16, Part II, which the Secretariat would read out.

23. **The Secretary** read out loud the proposed amendment to item 15, found in document 191 EX/48, paragraph 16, Part II. New paragraph 9 read *“Emphasizing the need for the Executive Board to provide guidance to the Director-General on programmatic priorities in order to allow her to come up with a full income and expenditure plan at the 192nd session of the Executive Board;”* new paragraph 10 read *“Desirous to work with the Director-General to cope with the difficult financial situation of the Organization;”* new paragraph 11 read *“Resolved to identify programmatic priorities for future orientations of the Organization;”* new paragraph 12 read *“Decides to set up an open-ended working group composed of three members of the Executive Board per electoral group, chaired by the Chairs of the PX and FA Commissions, who will be tasked to work with the Director-General in order to identify programmatic priorities for application and selection, to be pursued in the event of a significant cash flow shortfall;”* new paragraph 13 read *“Requests the working group to report to a special session of the Executive Board on 4 July 2013;”* and old paragraph 9, which became new paragraph 14, contained an addition following the words *“Executive Board”*, so as to read *“Requests the Director-General, taking into account the debates at this session of the Executive Board, as well as the special session”*, followed by the rest of that paragraph.

24. **Mr Killion** (United States of America) requested the Legal Adviser to clarify the meaning of a “special session” of the Executive Board and the authority that was needed to call it. Under the terms of the draft decision under item 15, he wished to know whether the special session would be decided, and if so, whether the draft decision delimited the topics considered during that session or whether the Board Members could bring any topics they wished to the attention of the Board.

25. **Mme Da Rocha** (Brésil) demande quelle sera la périodicité des réunions du groupe de travail dont le mandat est décrit au paragraphe 12.

26. **M. Poncet** (France), commentant les nouveaux paragraphes 9 à 12 insérés dans le projet de résolution relatif au point 15, dit qu'ils apportent à celui-ci un complément utile sans en modifier l'économie. Ainsi sont jetées les bases d'un bâtiment à plusieurs étages, dont le premier est constitué par un budget doté de ressources réelles s'élevant à 507 millions de dollars, et dont le plan de dépenses devra impérativement s'articuler autour de priorités de programmes clairement définies. Le deuxième étage devrait consister en un plan indicatif de restructuration des effectifs établi par la Directrice générale sous la responsabilité du Conseil, tandis que le troisième viserait à renforcer les capacités méthodologiques du Secrétariat afin que celui-ci puisse conduire le changement de manière maîtrisée et s'assurer

l'adhésion des cadres et du personnel, en particulier lorsque les réformes ont une incidence sur leur carrière.

27. **El Sr. Fernández Palacios** (Cuba) expresa su apoyo a estas propuestas que, a su modo de ver, apuntan en la dirección correcta y hace votos por que ese grupo de trabajo de composición abierta se rija por las mismas reglas y espíritu de cooperación y transparencia que el que sesionó los días 20 y 21 de abril bajo la conducción del representante del Reino Unido.

(27) **Mr Fernández Palacios** (Cuba) expressed his support for the proposals that, in his view, pointed in the right direction, and said that he hoped the open-ended working group would be governed by the same rules and spirit of cooperation and transparency as had prevailed during the meetings of 20 and 21 April under the leadership of the representative of the United Kingdom.

28. **Mr Andreasen** (Denmark) asked whether the wording “an open-ended working group” included non-members of the Executive Board.

٢٩ صرح السيد عمرو (مصر) أن وفد بلاده يدعم الخطوة المتمثلة في تقديم الدعم إلى الأمانة لتحديد الأولويات في ضوء ما قد يترتب على قلة الموارد المالية من آثار، ولكنه رأى أن الفقرة ١٢ لم تحدد بعد طريقة عمل فريق العمل المفتوح العدوية المذكور، واستفسر عن القواعد التي تحكم اجتماعاته، وعن طبيعة مهامه، وعن الأسس التي سيتم من خلالها التنسيق بين أعضاء فريق العمل والأمانة، بالإضافة إلى دور الأمانة. ثم تطرق إلى الدورة الاستثنائية للمجلس التنفيذي المزمع عقدها في ٤ تموز/يوليو ٢٠١٣، وهو اليوم المحدد أيضاً لعقد اجتماع اللجنة الفرعية لاتفاقية عام ١٩٧٠ بشأن الوسائل التي تستخدم لحظر ومنع استيراد وتصدير ونقل ملكية المتكالات الثقافية بطرق غير مشروعة الذي تتوزع جلساته على يومي ٣ و٤ تموز/يوليو ٢٠١٣. وأضاف أن ذلك الاجتماع سيعقد للمرة الأولى داخل مقر المنظمة طبقاً لاتفاقية ١٩٧٠، وبالتالي فإن ذلك التاريخ لن يكون مناسباً في نظره لتطبيقه مع اجتماعات اللجنة المنبثقة عن اتفاقية عام ١٩٧٠. وأعرب عن عمله في أن يراعي ذلك وأن يحدد موعد آخر.

(29) **Mr Amr** (Egypt) said that while his delegation was in favour of providing support to the Secretariat so that priorities could be set in view of the potential consequences of the lack of financial resources, he considered that paragraph 12 had not specified how the open-ended working group would function. He requested information on the rules that would govern its meetings, the nature of its mission, on what basis members of the working group would coordinate with the Secretariat, and what the role of the Secretariat would be. He subsequently raised the issue of the special session of the Executive Board that had been scheduled for 4 July 2013, the same day as the meeting of the Subsidiary Committee for the 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, whose meetings were due to be held on 3 and 4 July 2013. That meeting had been scheduled to be held at Headquarters for the first time, in accordance with the 1970 Convention. He therefore considered that the date set for the special session was inappropriate because it conflicted with the meetings of the Subsidiary Committee for the 1970 Convention. He hoped that that would be taken into account and an alternative date selected.

30. **The Chair** confirmed that “open-ended” did indeed mean that the meeting would include non-

members of the Board. In reply to the other comments, she said that he aim was not to over-burden the text of the draft decision. In her understanding, the special session would continue on the theme, lines and orientations that had been determined for the previous working group. The working methods would be the same way as for the previous working group, with the only change being to focus on programmatic priorities. The Assistant Director-General of the Culture Sector had already reassured her that the date of the special session would not conflict with the Extraordinary Meeting of States Parties to the 1970 Convention and the first session of the Subsidiary Committee. The special session would in fact be replacing the information meeting that had been scheduled for 4 July.

٣١ أشار السيد عمرو (مصر) إلى أن اجتماع الدول الأطراف في اتفاقية عام ١٩٧٠ سيكون في ١ و٢ تموز/يوليو ٢٠١٣، والاجتماع الأول للجنة الفرعية ستشكل من الدول الأطراف سيكون في ٣ و٤ تموز/يوليو ٢٠١٣. وأعرب عن عمله في أن يراعى ذلك لتجنب التأثير على أول اجتماع ستعقد للجنة داخل مقر المنظمة.

(31) **Mr Amr** (Egypt) said that the Meeting of the States Parties to the 1970 Convention would be held on 1 and 2 July 2013 and the first meeting of the Subsidiary Committee would be held on 3 and 4 July 2013. He hoped that that would be taken into account so as not to affect the first meeting to be held by the Committee at the Organization's Headquarters.

32. **The Chair** requested further assurance and clarification from the Director-General regarding the date of the special session and that of the meeting of States Parties to the 1970 Convention.

33. **The Director-General** said that the matter was being clarified with the Culture Sector and that it had been decided to optimize the work of the meeting of States Parties to the 1970 Convention and the respective Committee, which would therefore be held on 2 and 3 July, leaving 4 July free for the special session.

34. **Ms Mufti** (Pakistan) said that she fully supported the proposal to finish the unfinished business in an open-ended working group and it was now up to the different electoral groups to choose members for that working group. She considered that it was quite clear what the group was expected to do from the draft decision's wording "in order to identify programmatic priorities for application and selection to be pursued in the event of a significant cash flow shortfall" and from the fact that the Board knew that the proposal referred to document 37 C/5 Addendum 2. She noted that before meeting up as a group, interaction via Internet would be the preferred method of communication.

35. **M. Grexa** (Slovaquie), favorable à la tenue d'une session extraordinaire, demande quel nombre ordinal lui sera attribué.

36. **The Secretary**, at the invitation of the Chair, replied to the representative of Slovakia that there was a series for "special sessions" for those types of meeting and that if he was not mistaken it would be the fifth of its kind since the Organization's inception. He would nonetheless check.

37. **Mme Ossakedjombo-Ngoua Memiaghe** (Gabon), approuvant sur le fond la tenue de la session extraordinaire, demande qu'il lui soit confirmé que tous les États membres du Conseil pourront y participer, compte tenu des autres réunions programmées à la même date.

38. **The Chair** confirmed that the special session would be assembled in the same manner as other Board sessions. She requested the Assistant Legal Adviser to respond to the query from the United States of America.

39.1 **Mr Donaldson** (Assistant Legal Adviser), speaking at the invitation of the Chair, read the Rules of Procedure of the Executive Board applicable to special sessions. Rule 3 read "The Executive Board may meet in special session if convoked by the Chairman on his own initiative or on the request of six Members of the Board. The request must be made in writing." Special sessions were in fact extraordinary sessions, but for some reason the terminology in French and English was different for the Executive Board meetings. Rule 4 read "A written notice of convocation shall be sent by the Chairman to each Member of the Board at least thirty days before the opening of each regular session or at least fifteen days before the opening of a special session. The Chairman shall also inform the President of the General Conference of the convocation. The Director-General shall, at the same time, inform the United Nations and the specialized agencies of the session and invite them to be represented at it." Someone had mentioned Rule 17, but that rule was in the Rules of Procedure of the General Conference, and therefore would not apply.

39.2 As to the question about the agenda, at the General Conference it was foreseen that the agenda at an extraordinary session should consist only of items proposed either by the body by whose instance the session was convened or by Member States and Associate Members. That rule was not present in the Rules of Procedure of the Executive Board. It was nonetheless clear that the Board always had control over its own agenda and could decide to limit it to specific points by mutual agreement or by the majority of the Board.

40. **Mr Killion** (United States of America) asked whether there was anything in the draft decision in question that delimited the subject matter of the special session.

41. **The Chair** said that the focus of the special session was to discuss the programmatic priorities, and suggested that if the Board so wished, the draft decision could be reworded in order to delimit the topics to be considered at the meetings.

42. **Mme Da Rocha** (Brésil) demande à nouveau quand et combien de fois il est prévu que le groupe de travail se réunisse.

43. **The Chair** said that if the Board agreed to move forward with a working group then the Chairs of the PX and FA Commissions would consult with Board Members and non-Members to determine the most appropriate course of action, no doubt combining e-communication as well as actual meetings.

44. **Mr Killion** (United States of America) said that in order for the United States to join the consensus on the draft decision under consideration, there must be something in paragraph 13 to indicate that the subject matter of the special session was delimited.

٤٥ ذكّر السيد عمرو (مصر) بالفقرة ٢ من المادة ٥ من النظام الداخلي للمجلس التنفيذي التي تنص على أنه يجب مناقشة جميع المسائل التي يقترحها أعضاء المجلس، والتي يكون المجلس قد قرّر إدراجها في دورات سابقة، كما هو الشأن حالياً. وأضاف أنه نظراً إلى أن المجلس سينعقد في

دورة طبقاً للنظام الداخلي، فلا يمكن أن منع الدول الأعضاء من تقديم أي مقترح تراه خلال الفترة البينية.

(45) **Mr Amr** (Egypt) recalled Rule 5, paragraph 2, of the Rules of Procedure of the Executive Board, which stated that all questions proposed by Members of the Board and all questions the inclusion of which had been decided by the Board at previous sessions must be discussed, as in the present case. Since the Board would be convened to a session in accordance with the Rules of Procedure, Member States could not be prevented from making any proposals they wished in the intervening period.

46. **Mr Oberoi** (India) said that paragraph 16 was a single sentence consisting of 48 words that had been copied directly from the External Auditor's report. It was out of context and it made no sense to include it in the draft decision, so he requested that the paragraph be deleted.

47. **The Chair** said that the text had been adopted fully by the joint meeting of the PX and FA Commissions, and the decision to delete the paragraph must therefore be determined by consensus of the Board.

48. **Г-жа Митрофанова** (Российская Федерация) выражает согласие с представителем Франции о необходимости установления приоритетов, на которых будет основываться план менеджмента.

(48) **Ms Mitrofanova** (Russian Federation) agreed with the representative of France as to the need to establish the priorities that would form a basis for the management plan.

49. **The Chair** asked whether any Members of the Board objected to deleting paragraph 16 from the draft decision.

50. **M. Poncet** (France) rappelle que ce paragraphe, qui s'inspire en effet de la Recommandation 5 du Commissaire aux comptes, a été entériné par consensus par les États membres. Le Commissaire aux comptes a noté que l'adhésion insuffisante des cadres et du personnel de l'Organisation rendait difficile la mise en œuvre des réformes à l'UNESCO. Il faut donc sans tarder définir et appliquer des méthodes de management pour accompagner ces réformes sensibles.

51. **The Chair**, noting France's objection to the deletion of paragraph 16, asked whether any other Member had an opinion.

52. **Ms Lacoëuilhe** (Saint Lucia) said that if the Director-General was expected to implement the decision, then clearer wording of the paragraph was perhaps necessary in order for it to be understood.

53. **The Chair** requested Board Members to provide clearer wording for paragraph 16 if they wished to amend the paragraph in order to adopt the draft decision.

54. **Mr Killion** (United States of America) said that he would like to propose new wording for paragraph 13 of the draft decision in question.

55. **El Sr. Fernández Palacios** (Cuba) acompañando lo dicho por la India y Rusia, es partidario de suprimir el párrafo 16 y, en caso de que se le mantenga, de matizar su contenido.

56. **周先生** (中国) 支持印度的提议并认为这段话写得不清楚。

(56) **Mr Zhou** (China) said that he supported India's proposal, but found the text somewhat unclear.

57. **The Chair**, taking note of the anxieties concerning the wording of paragraph 16 said that new wording would be proposed. In the meantime, she invited the Director-General to make her comments.

58.1 **The Director-General** expressed her gratitude to all those involved in proposing amendments to the draft resolutions adopted by the joint meeting of the FA and PX Commissions, particularly to the two Chairs, and her readiness to cooperate with the proposed working group in order to determine clear priorities for the future of the Organization.

59.2 Regarding the amendments under discussion, she said that paragraph 16 was linked to paragraph 15, which requested her to present to the Executive Board an "*indicative, comprehensive and strategic staff-restructuring plan on the basis of the spending priorities of the full expenditure plan*", which had been taken from the External Auditor's recommendation No. 5. It seemed to her that the decision was pre-empting a General Conference resolution. It had been stressed that recommendation No. 5 was far-reaching and could only be implemented once Member States had decided on the Organization's programme structure, which was a shared responsibility between the governing bodies, as it could only be driven by programmatic choices and priorities. She requested clarification from the Chair of the FA Commission, particularly as to the meaning of the term "*change management methodology*". In order to implement the decision, she needed to know just what kind of methodology was expected by the Executive Board.

60. **Mr Sudders** (United Kingdom) (Chair of the Finance and Administrative Commission – FA) said that the key word in paragraph 15 was "*indicative*". The idea behind that paragraph was that if a plan B was enacted, a consequent staff restructuring plan would be required and the Executive Board would need to take a view on that before it went to the General Conference. There was no proposed methodology in mind, but the Board would need to know the staffing implications of the possible prioritization. Having re-examined in the light of day the decisions taken on the External Audit under Part II and on the roadmap, it was his view that paragraph 16 was indeed redundant and recommended its deletion.

61. **El Sr. Rodríguez Cuadros** (Perú) tras las aclaraciones que se acaban de dar, respalda las intervenciones tendientes a suprimir ese párrafo redundante.

(61) **Mr Rodríguez Cuadros** (Peru), echoing comments just heard, endorsed the speakers who had been in favour of deleting that redundant paragraph.

62. **The Chair**, seeing no objections, took it that the Board agreed to delete paragraph 16 from the draft decision in paragraph 16 of document 191 EX/48.

63. **M. Nguyen** (Viet Nam) se félicite de la suppression du paragraphe 15, qui faisait double emploi avec le paragraphe 16 et était impossible à appliquer.

64. *It was so decided.*

65. **Mr Killion** (United States of America), in order to delimit the topics considered during the special session

proposed adding to the end of paragraph 13, “to consider only the report of the working group”.

66. **Mr Amr** (Egypt) said that the proposed amendment limited the right granted under Rule 5.2 of the Rules of Procedure of the Executive Board to propose other items for the session’s agenda. It was already clear that the purpose of the special session was to consider the report of the working group and while the Board should be encouraged to adhere to that, as a matter of principle, he could not support an amendment that countered the applicable rules of procedure.

67. **Г-жа Митрофанова** (Российская Федерация) выражает обеспокоенность Российской Федерации по поводу объектов культурно-исторического и религиозного наследия в Сирии, в том же время считая недопустимым подвергать односторонней критике правительство Сирии, обвиняя его в создании сложившейся ситуации, в разрушении объектов всемирного наследия и образовательных учреждений. Имеются неопровержимые доказательства причастности боевиков оппозиции к уничтожению и разрушению целого ряда вышеупомянутых объектов, в том числе входящих в Список всемирного наследия ЮНЕСКО. Примерами этому являются разграбление и разрушение Исламской библиотеки и Мечети Омейядов VIII века в Алеппо, повреждение древнего христианского собора Пояса Девы Марии в Хомсе, уничтожение исторической синагоги VIII века под Дамаском. Обо всех случаях разрушений сирийские власти неоднократно информировали как Совет Безопасности ООН, так и ЮНЕСКО. Втягивание ЮНЕСКО в политическую дискуссию, при различных взглядах на истоки и развитие внутрисирийского конфликта в момент его разрешения опасно политизацией общей работы, чего следует избегать. В этой связи оратор решительно выступает против детального обсуждения данной проблемы в рамках ЮНЕСКО и выражает благодарность Генеральному директору за ее оперативное реагирование на все случаи разрушения объектов всемирного наследия, образовательных учреждений, а также гибели журналистов и просит ее продолжать ее деятельность в том же направлении.

(67) **Ms Mitrofanova** (Russian Federation) expressed the Russian Federation’s concern for cultural, historical and religious heritage sites in the Syrian Arab Republic. At the same time, it was unacceptable to proffer biased criticism of the Syrian Government, accusing it of having created an extremely problematic situation, and destroying world heritage sites and educational institutions. There was irrefutable proof that opposition fighters had taken part in the obliteration and destruction of a whole range of the aforementioned sites, including some on UNESCO’s World Heritage List. Examples thereof included the plunder and destruction of the Islamic library and eighth-century Umayyad Mosque in Aleppo, the damage to the ancient Christian Church of the Girdle of the Virgin Mary in Homs and the devastation of an historic eighth-century synagogue near Damascus. The Syrian authorities had repeatedly informed both the United Nations Security Council and UNESCO of all instances of destruction. Drawing UNESCO into a political discussion, with different opinions as to the sources and evolution of the internal Syrian conflict at the very time it was being resolved, was a dangerous politicization of the general work and was to be avoided. In that connection, she firmly opposed detailed discussion of

the issue in UNESCO. She expressed her gratitude to the Director-General for her effective reaction whenever world heritage sites and educational institutions were damaged, and journalists perished, and asked her to continue her activities in that respect.

68. **Mr Killion** (United States of America) said that he did not dispute the rule cited by the representative of Egypt, but endorsed the comment made by the representative of the Russian Federation, that if their true intention was to hold the special session for one purpose and one purpose only, then they should not be afraid to state that on paper.

69. **Mr Grexa** (Slovakia) asked about the linkage between paragraphs 12 and 18, because to date there was just one Ad Hoc Preparatory Group, however, if had he understood correctly, there would now be two such working groups: the new one would deal only with programmatic priorities, while items concerning the budget would be dealt with later by the other Ad Hoc Preparatory Group, in accordance with paragraph 18 of the draft decision.

70. **The Chair** confirmed that the representative of Slovakia had understood correctly. She then invited the Assistant Legal Adviser to respond about limiting the scope of the discussions during the special sessions in relation to Rule 5.2 of the Rules of Procedure of the Executive Board.

71. **Mr Donaldson** (Assistant Legal Adviser) said that it was a theoretical debate because either the Board agreed by consensus on what it wanted, which was to limit the agenda to one item or to more than one item, or it was for the majority to decide. If the Board decided to limit itself that would not violate Rule 5.2.

72. **The Chair** suggested that in order to reach a consensus, by removing the word “only” from the United States’ amendment, the focus of their intent would remain, without being quite so limited. The amended paragraph 13 would therefore read “*Requests the working group to report to a special session of the Executive Board on 4 July 2013 to consider the report of the working group*”. If she saw no objections, she would take it that the Board agreed to adopt paragraph 13 of the draft decision in paragraph 16 of document 191 EX/48, as amended.

73. *It was so decided.*

74. **The Chair**, seeing no objections, took it that the Board agreed to adopt the entire draft decision in paragraph 16 of document 191 EX/48, as amended.

75. *It was so decided.*

76. **The Chair**, seeing no objections, took it that the Board agreed to adopt the entire set of draft decisions contained in document 191 EX/48 as amended.

77. *It was so decided.*

78. **The Chair** once again thanked the Chairs of the FA and PX Commissions for their much appreciated efforts.

79. **Mme Chakkour** (République arabe syrienne) déclare que son pays souhaite prendre la parole après toute intervention d’un État membre ou observateur qui s’exprimerait sur la question syrienne ou le contexte syrien et demande l’autorisation de faire distribuer aux États membres un document en arabe et en français, le cas échéant.

Cultural heritage in the Syrian Arab Republic

80. **The Chair** announced that requests had been made by Member States to take the floor following the adoption of the draft decisions contained in the report of the joint meeting of the PX and FA Commissions. Board Members were invited to limit their interventions to three minutes and non-Members to three minutes.

81. **Mr Balik** (Permanent Delegate of Turkey to UNESCO), speaking as an observer, said that the news from the Syrian Arab Republic had reached unbearable limits and he called for action to be taken to deplore the situation. Historic landmarks and places of worship for all religions in the Syrian Arab Republic were under increasing attacks and destruction. So far, hundreds of cultural properties of historical significance had been either damaged or destroyed by the forces of the Syrian regime, such as the recent destruction of the minarets of the centuries-old Umayyad Mosque in Aleppo and the minaret of Umayyad Mosque, a world heritage site, demonstrating once again the urgency of the situation. Unfortunately, events in Syria were not limited to cultural heritage issues. The Syrian population was deprived of its basic rights including the right to life, education and freedom of expression. Mercy shown to an oppressor was the most merciless act towards the people under oppression. The Syrian regime was flagrantly breaching its obligations under international humanitarian law. UNESCO had a responsibility as the international community's moral voice in areas of the Organization's competence. In order for UNESCO to remain relevant and uphold its reputation, it was high time the Organization sent a strong message to deplore the destruction of hundreds of cultural heritage sites, properties and places of worship in the Syrian Arab Republic. He urged the Syrian regime to respect its obligations under international humanitarian law, with respect to the protection of historic monuments, works of art or places of worship. He also made an appeal to the Director-General on behalf of his country to follow up on the issue.

٨٢ قال السيد مطلق (الجمهورية العربية السورية) إن الأمر يتعلق بقضية هامة تستحق الوقت المناسب لمثل وطن يتعرض وطنه إلى أشرس حملة إعلامية تضليلية حدثت منذ فجر التاريخ. وصرح بأن وفد بلاده يؤكد وجود تشابه كبير بين محاولة تمرير اتهامات مغرضة ضد سورية، دون أدلة أو حقائق وبغياب تام لأي مسؤولية قانونية أو أخلاقية، وبين تهريب تركيا ومن تدعمهم من الإرهابيين للآثار السورية، فضلا عن دعم السلطات التركية للإرهاب والتطرف وتسهيل انتهاك المحرمات في معسكرات لجوء النازحين السوريين. وذكر بأن سورية صانت التراث الحضاري والإنساني على مر القرون، ووضعت سياسات لحماية التراث السوري لعقود خلت، واستدل بالدورات وحلقات العمل التي نُظمت مؤخرا في هذا السياق. كما أشار إلى أن الحكومة السورية تنسق من جانبها مع الدول الصديقة والانتربول لمصادرة واستعادة الآثار السورية المهربة بعد أن حددتها ورصدت شبكات تهريبها. وقال إن السلطات التركية وشركاءها، لما أحسنت بأن الحكم العادل في هذه القضية سيضعها في قفص الاتهام، أحببت أن تبدل موقعها من مُتهم إلى مُتهم وتنتقل من موقع الدفاع إلى موقع الهجوم. وأضاف أن التكفيريين الإرهابيين من جبهة النصرة وفصائلها من تلاميذ القاعدة الذين يتلقون الدعم مالا وسلاحا من تركيا وبعض حلفائها من العرب والغربيين يعملون على تدمير معالم الحضارة الإنسانية وكل التحف والتماثيل باعتبارها في نظرهم أصناما، فقد قطعوا رأس تمثال الفيلسوف الشاعر أبي العلاء المعري وقبضوا مآذن المساجد وأخرها المسجد الأموي الكبير في حلب والمسجد العمري في درعا، ودنسوا حرمة الكنائس وأخرها كنيسة السريان الأرثوذكس في دير الزور. وأفاد بأن القاعدة أفتت مع جبهة النصرة بتدمير كل الكنائس في سورية. وذكر بالآثار البوذية التي دمرت في أفغانستان، مؤكداً حق بلده المعرض

لحملة إعلامية وتضليلية في الدفاع، مبيّناً أن السلفيين يشاركون التكفيريين الموقف نفسه من الآثار حيث لم تتردد السلفية الظلامية في تدمير الأضرحة وإتلاف المخطوطات التاريخية في مالي والتعرض لكل أثر يمت بصلة إلى الحضارة بما فيها الحضارة العربية والإسلامية، والقضاء عليه. واسترسل قائلاً إن السلفيين يعادون الآثار وإن تجار الآثار واللصوص يسرقون الآثار من مواقع التنقيب ويخترقون الحدود التركية على مسمع ومرأى من الجيش والشرطة التركيين، وإن الأسواق تقام في الساحات التركية كي تستكمل تركيا سرقة الآثار السورية التي سرقتها تاريخياً، وإن من يقتل البشر ليس غريباً عليه أن يدمر الأثر والحجر، وإن الذين قتلوا العلامة الأستاذ الجامعي محمد سعيد رمضان البوطي يختطفون الآن مطرانين برتبة متروبوليت يعملون ما بين سورية وتركيا.

(82) **Mr Mutlak** (Syrian Arab Republic) said that the present matter related to an important issue on which the representative of a State being subjected to the fiercest media campaign of disinformation in history should be granted the appropriate speaking time. His delegation noted that a striking comparison could be drawn between the deliberate attempts to make accusations against Syria with no evidence or facts and in the complete absence of legal or moral responsibility and the smuggling of Syrian antiquities by Turkey and the terrorists it supports. Furthermore, the Turkish authorities were supporting terrorism and extremism and facilitating the violation of religious taboos in refugee camps for displaced Syrians. Syria had been preserving cultural and human heritage for centuries and adopting policies to protect Syrian heritage for decades, as demonstrated by the recent training courses and workshops that had been held in this regard. The Syrian Government was coordinating with friendly States and Interpol to identify and monitor smuggling rings and confiscate and return smuggled Syrian antiquities. The Turkish authorities and their partners, whom fair judgement on this case would put in the dock, liked to deflect accusations from themselves onto others and turn their position of accusee into one of accuser. He added that Takfirī terrorists from the an-Nuṣra Front and its al-Qā'ida-trained factions, who were receiving financial support and weapons from Turkey and some of its Arab and Western allies, were trying to destroy landmarks of human civilization and all works of art and statues that in their view were objects of idolatry. They had beheaded the statue of the poet and philosopher Abū-l-'Alā' al-Ma'arrī and destroyed the minarets of mosques, most recently those of the great Umayyad Mosque in Aleppo and the Mosque of 'Umar in Dar'ā and they had desecrated churches, most recently the Syriac Orthodox Church in Dair az-Zaur. Al-Qā'ida and the an-Nuṣra Front had set out to destroy all the churches in Syria. He recalled the Buddhist monuments that had been destroyed in Afghanistan, reaffirming his country's right to defend itself against the media campaign of disinformation and stressing that the Salafists took the same view as the Takfirīs, given that obscurantist Salafists had not hesitated to destroy tombs and damage ancient scrolls in Mali and to eradicate any monument with even the slightest connection to heritage, including Arab and Islamic heritage. Salafists were opposed to such monuments, and traffickers and thieves were stealing monuments from excavation sites and sneaking across the Turkish border, in full view and hearing of the Turkish army and police, to sell the goods at markets which are set up in Turkey, in order to continue Turkey's collection of Syrian which it had been stealing

throughout history. Those who killed human beings thought nothing of destroying antiquities and ancient stones. The scholar and university professor Mohamed Said Ramadan al-Bouti had been killed by the same people who had recently kidnapped two metropolitan archbishops and who were operating in the border area between Syria and Turkey.

83. **The Chair** invited any other speakers who wished to make statements on the matter to take the floor and to respect the time allotted to them.

84. **Г-жа Митрофанова** (Российская Федерация), несмотря на свое согласие с представителем Египта по поводу возможности вынесения на рассмотрение дополнительных вопросов, отмечает, что на данном заседании следует ввести сознательное ограничение и рассматривать только один вопрос о приоритетах программной деятельности, как сформулировано в повестке дня.

(84) **Ms Mitrofanova** (Russian Federation) said that even though she agreed with the representative of Egypt concerning the possibility of examining additional matters, at the present meeting a deliberate restriction should be introduced and only one question concerning programme activity priorities should be considered, as stipulated in the agenda.

85. **Mr Killion** (United States of America) said that he fully supported the statement made by the Ambassador of Turkey, and categorically rejected the claims made by the representative of the Syrian regime. The United States strongly condemned the destruction of the cultural heritage of the Syrian Arab Republic, most recently the reports of the destruction of the minaret of the iconic Umayyad Mosque in the ancient city of Aleppo. The United States was gravely concerned about the escalating violence and rapidly deteriorating humanitarian situation in the Syrian Arab Republic which increasingly degraded regional stability and security. At the same time, Bashar el-Assad's brutal war against his people was also destroying the rich cultural heritage of the Syrian Arab Republic, and the United States had called on all sides to respect and protect its historical treasures. The looting and destruction of sites and monuments that had been preserved for millennia placed the Syrian Arab Republic at risk of losing a cultural legacy of universal importance that could unify rather than divide the Syrian people. Cultural heritage was an invaluable resource and its loss resulted in damage to national identity. As a party to UNESCO's treaties to protect cultural heritage, including the Hague Convention of 1954 for the Protection of Cultural Property in the Event of Armed Conflict, the 1970 UNESCO Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property and the World Heritage Convention, the Government of the Syrian Arab Republic had a responsibility to protect those invaluable sites. All parties in the conflict who were concerned about the Syrian Arab Republic's past and future shared that responsibility. It was time for the Syrian Arab Republic to live up to its obligations to its people and protect their irreplaceable cultural heritage. The United States of America echoed the Director-General's grave concern about the ongoing destruction and called on the international community to continue to raise the profile of those important issues. The United States welcomed the Director-General's statements as well as UNESCO's recent efforts in Amman and encouraged her to do more.

٨٦ أشار السيد النعيمي (الإمارات العربية المتحدة) إلى أن الجامعة العربية تتابع بقلق شديد تطورات الوضع في سورية، الذي يرى أنه ما فتئ يتدهور، خاصة فيما يتعلق بالجانب الإنساني وحماية التراث الثقافي والمؤسسات التربوية والتعليمية وحماية الصحفيين. وأفاد بأن التقارير الواردة تشير إلى تعرض مواقع التراث السوري، سواء أكانت مدرجة في لائحة التراث العالمي أم لا، إلى دمار واسع في العديد من المناطق السورية بالإضافة إلى انتشار ظاهرة الاتجار غير المشروع بالآثار. واعتبر أن المؤسسات التعليمية تعيش وضعاً صعباً نظراً إلى التدمير الذي أصاب عدداً كبيراً من أبنية المدارس، مضيفاً أن عدم استقرار الأوضاع الأمنية يحول دون وصول التلاميذ والطلبة إلى مؤسساتهم التعليمية. واستند في هذا الصدد إلى بعض التقارير الصادرة عن الوكالات الأممية المتخصصة مثل اليونيسيف، التي تشير إلى أن مستوى انتظام العملية التعليمية في عدد من المحافظات السورية لا يتجاوز الثلاثين في المائة، الأمر الذي يهدد في نظره بحرمان جيل كامل من حقه في التعليم. وأضاف قائلاً إنه، إذ يشكر المدير العام السيدة إيرينا بوكوفا على متابعتها للتطورات في سورية، فإنه يؤكد أن استمرار تفاقم الأوضاع يفرض على اليونسكو أن تضطلع بمسؤولياتها في مجالات اختصاصها حفاظاً على التراث العالمي الإنساني وتمكين الشعب السوري من حقه في التعليم في ظروف آمنة ومستقرة.

(86) **Mr Alneaimi** (United Arab Emirates) said that the League of Arab States was following developments in the Syrian Arab Republic with great concern and had seen the situation continue to deteriorate, particularly as regards humanitarian issues, preserving cultural heritage and educational institutions and protecting journalists. Available reports indicated that Syrian heritage sites, whether inscribed on the World Heritage List or not, were suffering extensive damage in many provinces of Syria and that trafficking in antiquities was becoming widespread. Educational institutions were in difficulty because many school buildings had been damaged and the unstable security situation prevented many pupils and students from attending educational institutions. In this regard, he highlighted some reports published by United Nations specialized agencies such as the United Nations Children's Fund (UNICEF) which indicated that education attendance rates in many Syrian provinces were below 30%, threatening to deprive an entire generation of its right to education. While he was grateful to the Director-General Irina Bokova for her attention to the developments in Syria, he reaffirmed that the exacerbation of the situation meant that UNESCO must fulfill its duties in its fields of competence to preserve the common heritage of humanity and enable the Syrian people to exercise their right to education in safe, stable conditions.

87. **Ms Mufti** (Pakistan) supported the statement made by the distinguished representative of Turkey. Given the serious nature of allegations made against Turkey, she did not wish for a debate but requested that the representative of Turkey at least have the right to respond to the statement.

88. **La Sra. Sánchez Bello** (República Bolivariana de Venezuela) expresa su más firme rechazo ante la introducción de temas que no están en el orden del día y que buscan politizar el Consejo y quebrantar sus competencias y mandato. La UNESCO no es el foro competente para tratar asuntos que, por su naturaleza y especificidad, se examinan en otras instancias de las Naciones Unidas. Consecuente con los principios de respeto de la soberanía y de la unidad e integridad territorial y de no injerencia en los asuntos internos de los

Estados, su país, prosigue, se solidariza con el pueblo y el Gobierno de Siria y lamenta que, habiéndose alcanzado esa misma mañana un acuerdo sobre los temas relativos al Oriente Medio entre las partes interesadas, se haya puesto sobre el tapete una cuestión que, lejos de contribuir con el diálogo y la búsqueda de una salida pacífica y democrática a la situación de Siria, busca favorecer poderosos intereses extranjeros en la región. Venezuela considera inaceptable que, so pretexto de salvaguardar el patrimonio cultural sirio, una vez más se pretenda utilizar al Consejo como una tribuna para atacar a un Estado Miembro y culpar a sus autoridades de los daños y destrozos causados al patrimonio por grupos de mercenarios armados y financiados desde el exterior. La oradora concluye su intervención dando las gracias a la Directora General por su condena oportuna a los daños causados en el patrimonio sirio.

(88) **Ms Sánchez Bello** (Bolivarian Republic of Venezuela) expressed her strong opposition to the introduction of topics that were not on the agenda and that sought to politicize the Board and undermine its competence and mandate. UNESCO was not the appropriate forum to address issues that, by their nature and specificity, were discussed in other United Nations bodies. Consistent with the principles of respect for sovereignty, territorial unity and integrity and non-interference in the internal affairs of States, her country expressed its solidarity with the people and Government of the Syrian Arab Republic and regretted that, after an agreement had been reached between interested parties that morning on Middle East matters, an issue had been brought to the fore that, far from contributing to dialogue and the search for a peaceful and democratic solution to the situation in the Syrian Arab Republic, sought to promote the interests of foreign powers in the region. Her country considered it unacceptable that, under the pretext of safeguarding Syrian cultural heritage, attempts be made once again to use the Board as a platform to attack a Member State and blame its authorities for damage and destruction caused to the heritage by groups of armed mercenaries financed from abroad. She concluded by thanking the Director-General for her timely condemnation of the damage caused to Syrian heritage.

89. **M. Fazelly** (Afghanistan) dit que son pays, qui a connu des situations semblables et où l'UNESCO participe à la reconstruction des Bouddhas de Bamiyan, ne peut rester indifférent. Attristé par le saccage, dans le monde islamique, de biens du patrimoine culturel et historique, son gouvernement partage les préoccupations exprimées par le représentant de la Turquie, et souhaite que l'UNESCO prête attention à ce problème.

90. **M. Hamissi** (Délégué permanent adjoint de la République islamique d'Iran auprès de l'UNESCO) se joint aux déclarations des représentants de la Russie et du Venezuela. Alors que les Nations Unies ont proclamé la Décennie internationale du rapprochement des cultures pour assurer la paix et la sécurité internationales et que le monde a plus que jamais besoin d'un dialogue constructif, les idées extrémistes à l'origine de la destruction des Bouddhas de Bamiyan en mars 2001 et des mausolées de Tombouctou en 2012 ont coûté la vie à des milliers d'innocents. En Syrie, des dizaines de biens du patrimoine ont été anéantis, notamment le minaret de la mosquée d'Alep. Rejoignant les préoccupations exprimées par la Directrice générale le 26 juillet 2012 sur l'insécurité en Syrie, qui empêche d'évaluer les

dommages causés aux sites du patrimoine dans ce pays, l'orateur exhorte toutes les parties impliquées dans le conflit à cesser les destructions, assurer la protection du patrimoine et préserver les vies humaines. La seule solution, note-t-il, est de mettre immédiatement un terme aux violences et actions armées sous le contrôle de l'ONU et de trouver une solution politique à la crise, afin de préserver la sécurité et la stabilité de la Syrie et d'assurer son intégrité territoriale, en veillant à ce que tous les Syriens participent au processus de paix national.

91. **Ms Spatolisano** (Permanent Representative of the European Union to UNESCO), speaking as an observer on behalf of the European Union (EU), said that the EU was appalled by the increasingly deteriorating situation in Syria and the unacceptable levels of violence that continued to cause suffering to millions of Syrians and destruction of infrastructure and cultural heritage. The EU welcomed all efforts to bring a peaceful solution to the violence in Syria and urged all countries active in promoting a solution to the crisis to support those efforts. She thanked the Director-General for mentioning in her presentation of item 4 on Monday, 15 April, the project that the EU financed to support education for Syrian refugees in Jordan. With reference to that project, she reiterated the EU's concern about the spill-over effects of the Syrian crisis in neighbouring countries in terms of stability and security. The priority should be to stop the killings, deliver humanitarian aid, prevent regional fall-out and be prepared for the post conflict period. The EU would continue to support Lebanon and Jordan, which were receiving thousands of refugees every day. She also acknowledged the very important efforts that Turkey was undertaking in hosting the refugees fleeing the crisis in Syria. From UNESCO's perspective, there were many causes for concern: children were being denied their rights and access to education; journalists were unable to work in a safe environment; and there was ongoing destruction of cultural heritage in the country. The destruction of the minarets of the mosque in Aleppo was one of the latest examples and the EU joined the Director-General in deploring those events and reiterated the need to fully respect the Hague Convention of 1954. Lastly, she commended the Director-General for her engagement in those issues, including the condemnation of the killing of 47 citizens and professional journalists in Syria since 2011.

92. **Mr Koizumi** (Japan) said that his country was also very concerned about the situation in Syria, the suffering of its people over the past two years and the ongoing destruction of its cultural heritage. There was still much for UNESCO to do within its mandate. He commended continuing efforts by the Director-General and sincerely hoped that she would remain engaged in the matter.

٩٣ أعرب السيد عمرو (مصر) عن تأييده للطلب الذي تقدمت به بعض الوفود بإتاحة الفرصة للوفد التركي للرد على الاتهامات الموجهة إلى تركيا، وخاصة أن بعضها يخرج عن نطاق عمل اليونسكو.

(93) **Mr Amr** (Egypt) expressed his support for the request made by some delegations to give the Turkish delegation the opportunity to respond to the accusations made against Turkey, particularly given that some of them fell outside the scope of UNESCO's work.

94. **El Sr. Fernández Palacios** (Cuba) afirma que si bien su país reconoce el derecho del Gobierno de Siria de defenderse frente al terrorismo y a los grupos financiados

y armados desde el exterior y anhela la paz para el pueblo de ese país y el fin de esa guerra fratricida, no puede menos que lamentar que los trabajos de la 191ª reunión del Consejo se cierren con este debate que está fuera de lugar e insta a ponerle término.

(94) **Mr Fernández Palacios** (Cuba) said that while his country recognized the right of the Syrian Government to defend itself in the face of terrorism and groups armed and funded from abroad, and to desire peace for the people of that country and an end to the fratricidal war under way there, it could nevertheless but regret that the work of the 191st session of the Board should close with such a misplaced debate as the one now in process; he urged that an end be put to it.

95. **Mme Ossakedjombo-Ngoua Memiaghe** (Gabon) dit que son pays appelle de tous ses vœux le retour de la paix en Syrie mais considère que le problème syrien doit être réglé par les Syriens, en dehors de toute ingérence de la communauté internationale. Mettant en garde contre une politisation de l'UNESCO, elle souhaite que l'Organisation s'attache à conserver et protéger le patrimoine syrien en laissant aux instances de l'ONU le soin de se prononcer sur la dimension politique de la question syrienne.

96. **尤先生** (中国) 赞同主席女士的观点, 当天的最后议题是发表看法而非辩论。他还认为联合国教科文组织是一个专业性组织, 有自己的组织法, 应该予以研究和贯彻执行。他就这一议题赞同俄罗斯代表的意见。

(96) **Mr You** (China) agreed with the Chair that the last item of the day was for observations rather than debates. He also indicated that UNESCO, as a specialized organization, has its own Constitution, which should be studied and applied. He agreed with the representative of the Russian Federation on that issue.

97. **The Chair** said that she had made it clear at the beginning that a debate was not to be opened and the interventions were limited in time, so she would not accept any requests for replies. Board Members and non-Members had made their statements and matter had been considered. She then invited the Director-General to respond to the statements.

98.1 **The Director-General** *in extenso*:

Madam Chair of the Executive Board, Excellencies, many of you have appealed to me for action, particularly in terms of protecting Syria's heritage, so I would like to respond to your appeals. Since the beginning of armed clashes in Syria, I have expressed on behalf of UNESCO deep concern about the dramatic humanitarian situation in Syria and the threats to its outstanding cultural heritage. I have called upon all those involved in the conflict to ensure the respect and protection of this heritage, in line with the numerous statements of the United Nations Secretary-General to end violence and work for a political solution. On 18 March 2013, Mr Ban Ki-moon, United Nations Secretary-General stated, "The country is facing a humanitarian crisis, with over three million people displaced from their homes, including one million seeking safety in neighbouring countries. Cities and villages, including some world heritage sites, have been destroyed."

98.2 Let me recap the actions I have taken on behalf of UNESCO. On 30 March 2012, I called for the protection of Syria's cultural heritage, following media reports that

this heritage was threatened by the conflict. I reiterate UNESCO is ready to provide support in assessing damage to Syria's cultural heritage, including the World Heritage sites, and in preparing plans for their safeguarding, as soon as this becomes possible. In light of escalating violence, I issued further statements: on 26 July 2012, alerting about the risk of looting and pillaging of cultural property in several urban historic areas; on 30 September 2012, deploring the destruction of Aleppo's ancient souqs, a World Heritage site; on 12 October 2012, denouncing the destruction of the Umayyad Mosque in Aleppo; on 1 March 2013, concerning the reports of heavy fighting in the historic areas of Aleppo; and most recently, on 24 April 2013, expressing deep distress over the destruction of the minaret of one of Syria's most historic mosques.

98.3 In addition, on 15 March 2012, I contacted INTERPOL, the World Customs Organization, the International Council of Museums and specialized police forces. I contacted Syria's neighbouring countries on 12 June 2012, to request their cooperation in the framework of the 1970 Convention to prevent the illicit trafficking of cultural objects, notably by reinforcing border controls. On 7 May 2012, I called upon the Chair of the Security Council and the United Nations Secretary-General to raise awareness about the need to protect cultural heritage in the framework of the mission of the Joint Special Representative of the United Nations and the League of Arab States, Lakhdar Brahimi, who underlined the gravity of the situation in his first briefing on Syria to the Security Council on 24 September 2012. We have pursued further contacts with the Joint Special Representative, whom I met in New York on 27 September 2012.

98.4 In November 2012, I decided to establish under the aegis of UNESCO a coordination group for the safeguarding of Syrian cultural heritage, composed of all partners, professional and international organizations, which meets regularly to review the situation and plan concerted action. On 10-13 February 2013, UNESCO organized in Amman, Jordan, a regional training workshop on the protection of Syrian cultural heritage to elaborate and endorse a strategy to mitigate the risks and consequences of illicit trafficking for Syrian cultural heritage. This workshop brought together representatives from the Syrian Ministry of Culture, police and customs officers from Syria and neighbouring countries (Jordan, Turkey and Lebanon – excluding only Iraq), international experts specialized in the protection of cultural heritage, representatives of international organizations active in that domain (notably INTERPOL, World Customs Organization, International Council of Museums), archaeologists and representatives of the art market. This initiative was conceived as a first facts-based assessment of the situation, to evaluate needs and develop an action plan for which funding is now being mobilized. I have requested the Assistant Director-General for Culture to create a dedicated webpage to bring all of these actions together and to provide Member States with regular updates.

(The Director-General continued in French)

98.5 Mesdames, Messieurs, notre travail en Syrie relève de notre responsabilité la plus haute, au titre des conventions culturelles que l'UNESCO promeut au nom de la communauté internationale : la Convention de 1954 pour la protection des biens culturels en cas de conflit armé et ses deux Protocoles, la Convention de 1970

concernant les mesures à prendre pour interdire et empêcher l'importation, l'exportation et le transfert de propriété illicites des biens culturels, la Convention de 1972 pour la protection du patrimoine mondial, culturel et naturel. Je rappelle que ces conventions ont été ratifiées par la Syrie et les pays voisins. Le monde nous regarde, à la recherche d'une solution durable. Malgré la violence insoutenable, qui va bien au-delà de ce que les mots peuvent exprimer, je veux croire qu'une sortie de crise est possible. J'exhorte tous les belligérants à cesser les violences, à respecter les legs des générations passées et l'intégrité des vies humaines. Le Comité du patrimoine mondial, à sa 37^e réunion au Cambodge, examinera l'état de conservation des six sites syriens inscrits sur la Liste du patrimoine mondial – les villes historiques d'Alep, de Damas et de Bosra, le Crac des Chevaliers et Qal'at Salah El-Din, le site archéologique de Palmyre et les villages antiques du nord de la Syrie. Notre travail relève aussi d'une obligation morale de protéger un patrimoine culturel exceptionnel, qui vaut pour toute l'humanité, au-delà des frontières de ce pays dévasté. Comme l'a déclaré l'Ambassadeur, délégué permanent de la France, M. Daniel Rondeau, « *attaquer une culture, c'est attaquer un peuple et l'humanité tout entière.* » Ce patrimoine compte certaines des plus belles mosquées de toute la culture islamique, des lieux de rencontre et d'enseignement, de recherche et de paix. Il porte le témoignage d'une culture millénaire, dont les sites, les monuments et les œuvres ont nourri la rencontre des cultures et le dialogue des civilisations à travers l'histoire. Il peut aussi, demain, contribuer à la réconciliation, à condition d'unir nos forces pour en protéger aujourd'hui les vestiges. C'est pourquoi je continuerai de travailler sans relâche en vue de protéger ce patrimoine et la culture de la Syrie. Je vous remercie, Madame la Présidente.

Item 36: Dates of the 192nd session and provisional list of matters to be examined by the Executive Board at its 192nd session (191 EX/36.INF and INF 2)

Dates of the 192nd session

99. **The Chair** said that documents 191 EX/36.INF and INF 2 had been submitted to the Bureau for its consideration at its last two meetings held on Wednesday 24 April and Friday 26 April. She recalled that, pursuant to Rule 2 of the Rules of Procedure of the Executive Board, the Board needed to determine at each session the date and place of the following session, which could be modified, if necessary, by the Chair. The Bureau had recommended that the Board adopt the dates of 23 September-11 October 2013 proposed for the 192nd session contained in document 191 EX/36.INF. Seeing no objections, she took it that the Board wished to adopt those dates.

100. *It was so decided.*

Provisional list of matters to be examined by the Executive Board at its 192nd session

101. **The Chair**, said that the non-exhaustive list of matters to be examined at the 192nd session of the Executive Board had been distributed purely for the information of Board Members and prepared on the basis of resolutions of the General Conference, decisions of the Executive Board, the statutory provisions in force, and items proposed by Member States. Questions arising from decisions adopted at the present session would be added thereto to constitute the basis of the draft provisional

agenda for the 192nd session. Inviting comments on the matter and seeing none, she took it that the Board wished to adopt the provisional list of matters to be examined at its 192nd session as contained in document 191 EX/36.INF 2.

102. *It was so decided.*

CLOSURE OF THE 191st SESSION

103.1 The Chair in extenso:

Madam President of the General Conference, Madam Director-General, distinguished Members of the Board, ladies and gentlemen, the 191st session of the Executive Board has been a particularly difficult and gruelling session, not only because of the numerous late night sessions and weekend sessions of the working groups, but also due to the seriousness of the issues being debated throughout this session; issues that will affect the life of our Organization for the next eight years and beyond. At the outset, I would like to express my gratitude to all Members of the Board and the Bureau, the Chairs and Temporary Chairs of the commissions and committees, the Director-General and the Secretariat, as well as the interpreters, translators, room clerks and technicians for your cooperation, commitment, perseverance and patience in helping us complete our heavy agenda. Furthermore, I would like to, once again, extend my thanks to the Chairs, Vice-Chairs, and all the Members of the Ad-Hoc Preparatory Group for their work prior to this session.

103.2 Dear colleagues, at the conclusion of this session, we have examined and decided upon a large number of items related to the forthcoming session of the General Conference, the procedure for conducting interviews with the candidates to the post of the Director-General, and the draft contract of the Director-General.

103.3 I would also like to take this opportunity to note the consensus decisions that were adopted on the Middle East items at this session. Considering the disquiet that was expressed during the previous session of the Board, as well as during the information session of the Board in January, it was clear that Members of Board felt that business as usual for these items was no longer desirable or acceptable. It was therefore incumbent upon the Chair, the Bureau and the Director-General to try to facilitate the work of the Board in the intersessional periods of the Executive Board on these items. As such, this return to consensus is a most welcomed sign for all of us, and I sincerely hope that we will be able to continue moving forward in a productive manner from now on. Here, I would like to thank all concerned parties, the Director-General and her team, the members of the Bureau, and all delegations that have worked tirelessly behind the scenes to facilitate this consensus. This was truly a magnificent achievement.

103.4 Ladies and gentlemen, it is only when there is willingness to work together and the courage of convictions that we are able to advance and progress. Let us hope we can learn from this process. It is also my fervent hope that this move from rhetoric to constructive action will encourage the Board to continue taking decisions that facilitate progress and pragmatic results on the ground. In this regard, the Board should demonstrate the will to address, in a rational but compassionate fashion, the tragic situation in Syria, by pursuing interventions that could eventually help the people currently suffering the brutality of this conflict, as well as action that would assist communities to rebuild through

education and conservation of heritage, once the conflict has ended. The initiative of the Director-General on the World Heritage Site of Timbuktu in Mali should be lauded in this respect, and Member States should draw inspiration from such action.

103.5 Ladies and gentlemen, throughout this session, I have heard a growing uneasiness among Board Members about the over-reliance of the Organization on extrabudgetary funding, and the potential for specific interests of donors to eclipse the collective interests of Member States as expressed through the regular programme. There is a real concern that increasing dependence on extrabudgetary funds would weaken the role of the governing bodies to ensure that the actions of the Organization reflect the universal will of its Member States. In response, the Secretariat has taken a set of measures to ensure that all extrabudgetary activities are aligned with the programme as approved by the General Conference. Nevertheless, in order to guarantee that our collective aspirations are appropriately preserved, there must be a stable and predictable source of funding through the regular budget. There is a strong impetus for all Member States to maintain the viability of the Organization through the timely payment of dues. In this regard, I would like to echo the plea of several Board Members for all of us, including non-Board Members, to mobilize at the highest level, our respective governments to call upon our friends and colleagues from the United States of America, encouraging them to fulfil their financial obligations to UNESCO.

103.6 I have also noted with regret, an increasingly evident polarity between developed and developing countries during the debates of this session, and would like to appeal to Member States to do their utmost to move away from this divisive tendency. We are, after all, the United Nations house of education, sciences, culture and communication, and we must be able to stand together in solidarity to reaffirm a higher humanistic value of our mandate.

103.7 Distinguished colleagues, during this session of the Board, we have also heard from the Director-General that the financial situation of the Organization has become critical and unsustainable, and as a consequence, cuts in programmes and staff are inevitable if the current crisis should persist. From the very beginning of this biennium, this predicament has hastened our collective call for reform, a call that originated even before the start of our financial difficulties. Both the need for reform and the need to address the Organization's financial deficit have been the undercurrent of our debates on the 37 C/4 and 37 C/5 documents proposed by the Director-General during the previous and present sessions.

103.8 And yet, dear colleagues, if you contrast the innovative and reform-minded 37 C/4 and 37 C/5 proposals of the previous session, with the current version that was revised after consultations with Member States, as well as with the recommendations of the Board from this session as contained in the 37 C/6 and 37 C/11 documents, we have essentially returned to status quo. Are we sending the right signal for constructive discussion and consensus decisions during the General Conference?

Have we resigned ourselves to business as usual and the fact that the momentum for reform is no match for the inertia created through our own resistance to change?

103.9 We must realize that the 37 C/6 and 37 C/11 documents from this session will be transmitted to the General Conference, together with any revised 37 C/4 and 37 C/5 documents, before the next session of the Executive Board, and will shape much of the debates and decisions of its 37th session. Furthermore, if we are to guide the work of the Organization for the next two years based on realistic assumptions of our budgetary resources, we must provide a clear recommendation on the priorities of the Implementation Plan; we must provide clear political guidance to the Director-General on the priorities that have been identified. This remains the unfinished business of the Board from this session and I am very happy to see that we have reached consensus on how we may perceive this by reflecting long and hard on this before the next formal session of the Board.

103.10 Ladies and gentlemen, I have followed your deliberations over the last two weeks very closely. I fully respect the positions taken by Member States, and note the requests to the Secretariat for more information on several items before the next session of the Board. I also heard numerous calls for Member States to sacrifice narrow interests in favour of focusing and elevating the Organization's role within the international community. This, to me, can only be achieved through continued and proactive dialogue amongst Board Members and non-Board Members alike, as well as with the Secretariat and the Director-General. It indicates to me that we need to continue working in the intersessional periods of the Executive Board so as to reach a common understanding that would bring clarity to the discussions of the General Conference on the 37 C/4 and 37 C/5 documents. We have had the opportunity this afternoon to discuss these options and I am pleased to see that we were able to agree on a formal mechanism for this purpose. Nevertheless, I would like to stress that we need to also reinforce our informal contacts between sessions. I, therefore, would like to urge Board Members to actively pursue all available avenues for discussion until we meet again in the special session in July.

103.11 Dear colleagues, it has been a hard session, and we are all very tired. But rest assured, the level of effort we have exerted is very much commensurate with the amount of work that we had to accomplish. For this, I thank and congratulate all of you. Before closing, I would like to convey our collective thoughts of solidarity to the various Board Members and Member States that have experienced human tragedies due to violence and natural disasters during this session of the Board. Ladies and gentlemen, I look forward to seeing you at the next session of the Board and to those returning home I wish you a safe and good journey. I now declare the 191st session of the Executive Board closed.

(Applause)

The meeting rose at 6.40 p.m.