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Organización
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Организация
Объединенных Наций по
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منظمة الأمم المتحدة
للتربية والعلم والثقافة

联合国教育、
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Executive Board
Conseil exécutif
执行局

Consejo Ejecutivo

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Actas resumidas

Краткие отчеты

المحاضر المختصرة

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and other members of the Secretariat

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- 1 Agenda and timetable of work
- 2 Approval of the summary records of the 192nd and 193rd sessions
- 3 Report by the Director-General on the application of Rule 59 of the Rules of Procedure of the Executive Board

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- 4.II Budgetary situation of the Organization for 2012-2013 (36 C/5) as at 31 December 2013 (unaudited), budget adjustments arising from donations, and special contributions received and Management Chart for programme execution in 2012-2013 (unaudited)
- 4.III Follow-up to the independent external evaluation of UNESCO (IEE), and the implementation of the roadmap
- 4.IV State of progress of the reform of the field network
- 5 Follow-up to decisions and resolutions adopted by the Executive Board and the General Conference at their previous sessions

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- 8 UNESCO Global Geoparks Initiative
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- 11 Jerusalem and the implementation of 37 C/Resolution 44 and 192 EX/Decision 11
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- 13 UNESCO prizes
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¹ The Executive Board decided to postpone this sub-item to the autumn session, in accordance with 192 EX/Dec.16 (VII), paragraph 5 (e).

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² This sub-item was been postponed at the request of the External Auditor.

³ The Executive Board decided to postpone this item to the autumn session, in accordance with 192 EX/Dec.16 (VII) paragraph 5 (e).

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FIRST MEETING

Monday 7 April 2014, 10.15 a.m. – 1.15 p.m.

Chair: Mr Amr

OPENING OF THE 194th SESSION

١ الرئيس النص الكامل:

السيد رئيس المؤتمر العام، السيدة المديرية العامة، السيدات والسادة ممثلي الدول أعضاء المجلس، السادة الحضور، صباح الخير عليكم جميعاً، أعلن افتتاح الدورة الرابعة والتسعين بعد المائة للمجلس التنفيذي لمنظمة اليونسكو. وإذ أرحب بكم في مستهل أعمال هذه الدورة، أنتهز هذه المناسبة لأعبر عن سعادتني للعمل مع الأعضاء المستثمرين في عضوية المجلس وكذا الأعضاء الذي تم انتخابهم خلال أعمال الدورة السابعة والثلاثين للمؤتمر العام. وهذه هي الدورة الأولى خلال العامين ٢٠١٤ – ٢٠١٥ حيث نبدأ عهد جديد. وهو جديد لأنه يتزامن مع تبني الإستراتيجية المتوسطة الأجل للمنظمة ٢٠١٤ – ٢٠٢١ والبرنامج والميزانية للمنظمة الذي يمتد أربع سنوات خلال الفترة ٢٠١٤ – ٢٠١٧. ولقد عهدت إلينا الدول الأعضاء بالمنظمة، بانتخابنا أعضاء بهذا المجلس، بمهمة غاية في الأهمية حيث يقوم هذا المجلس بدور رقابي كأحد الجهازين الرئيسيين الحاكمين لليونسكو. وأدعو الدول الأعضاء بالمجلس للعمل سوياً على تحقيق الوظائف والأهداف المنشودة على النحو الذي تضمنه ميثاق المنظمة. كما أمل أن نعمل سوياً حتى تاريخ انعقاد المؤتمر العام القادم بما يساهم في مواجهة العالم للتحديات المعاصرة من خلال تنفيذ برامج اليونسكو والقيام بوظائفها فيما يتعلق بمجالات عملها. وعلينا أن نضمن قيام هذه المنظمة برسالتها النبيلة بما يستجيب لتطلعات وطموحات الشعوب.

(1) The Chair in extenso: (translation from the Arabic):

Mr President of the General Conference, Madam Director-General, representatives of Member States of the Executive Board, ladies and gentlemen, good morning. I declare the 194th session of the UNESCO Executive Board open. I would like to welcome you to the beginning of this session and take this opportunity to say how delighted I am to be working with both the existing Members of the Board and those who were elected at the 37th session of the General Conference. With this first session of the 2014-2015 biennium comes the beginning of a new era; a new era because it coincides with the Organization's adoption of the Medium-Term Strategy for 2014-2021 and of the four-year Programme and Budget for 2014-2017. By electing Members to this Board, the Member States of the Organization have set us an extremely important task, since this Board performs a supervisory role as one of UNESCO's two main governing bodies. I call on the States Members of the Executive Board to work together to fulfil the purposes and perform the functions stipulated by the Constitution of the Organization. I hope that we will be able to work together until the next session of the General Conference to help to overcome the global challenges of the modern day by implementing UNESCO's programmes and exercising its functions in its fields of competence. We must ensure that this Organization carries out its noble mission so as to meet the expectations and aspirations of the peoples of the world.

(The Chair continued in English)

1.2 Dear colleagues, ladies and gentlemen, several important international milestones are ahead of us, most notably the adoption of the post-2015 development agenda and the outcomes of the 21st session of the Conference of the Parties to the United Nations

Framework Convention on Climate Change. It is my wish that we all work together in earnest to ensure that UNESCO's voice is heard and that our position and decisions find their rightful way into the documents and agreements that we, as Member States, will forge together in the coming months. It is up to us, the Members of the Executive Board, together with the Director-General, to move forward at a bold pace to ensure that our specific mandate is promoted and fully respected with due consideration for our place within the United Nations family of specialized agencies. In our legitimate quest for peace and development we must be audacious and innovative but also realistic. Generations before us did the same – they fought hard for the world to become a better place. In this regard I would like to share with you the following quote: "... the struggle against illiteracy is only one aspect of the battle against the inequalities of access to education that the UNESCO Member States [...] have so courageously joined. It is thanks to this battle that [it is] at the present time one of the chief concerns of the international community in the same way as hunger, underdevelopment and peace". How many among us could have imagined that those words were spoken by Dr Mohamed El Fasi, Chair of the Executive Board, in his speech at the World Congress of Ministers of Education on the Eradication of Illiteracy in September 1965, nearly 50 years ago. Is that to say that we are still in the same wishful logic, despite all the progress made since? Are we, even in 2015, still going to keep the same spirit in our speeches about the need to achieve the education for all (EFA) goals? Certainly not. Hundreds of millions of people worldwide have had access to education, culture, the sciences, communication and information thanks to the efforts of UNESCO at the national and international levels, thanks to the relentless campaigns by our Organization to raise the awareness of decision-makers, legislators and local authorities, of civil society and the private sector, of sister United Nations agencies and academia at large about the benefits of quality education for all. All those efforts have built the blocks on which we stand today. Our eminent predecessors in UNESCO empowered us with their wisdom and energy, and today we owe the world our own vision and commitment.

1.3 Each century has its own problems to solve. Today we face tremendous challenges in all the spheres under UNESCO's mandate. The greatest of these challenges remains access to education and I am reminded of the words attributed to Victor Hugo: "Ouvrir une école, c'est fermer une prison" (when you open a school you are closing a prison). All children must have the right to be in school and this right must be fully enforced. Nowadays, the process of rapid modernization and globalization requires a reshaping of existing policies and practices to consider educational opportunities. Formal and non-formal education can be considerably improved through information and communication technologies in the global effort to build knowledge societies. Thus, high-quality education for all at every level must remain at the top of UNESCO's agenda for the years to come. Education has been, and remains, the pathway for transforming the world and is the real pillar on which we can build sustainable development. Education is much more than access to knowledge; it gives to all women and men in the world the capacity to master their own destinies. In this regard I would like to congratulate the Director-General and pay tribute to her team in the Secretariat for the successful outcome of the Global Education and Skills Forum held in Dubai in March 2014. Participants at the event were of the highest calibre and it received significant international media coverage. The

meeting was also critical for reinforcing public-private partnerships to help to ensure that quality education was available to all.

1.4 Ladies and gentlemen, my plea also has particular relevance and weight when it comes to UNESCO and the reflection of its competencies in the post-2015 development agenda. Often we have been confronted with policy positions taken here in Paris that are not taken on board in New York, Geneva or Nairobi. Sometimes our objectives, goals or proposals articulated here in Paris, and for which we are uniquely equipped within the multilateral framework, do not always receive the attention and acceptance that they deserve. In the current negotiations, this holds particularly true for the need to accord education for all, freshwater, oceans and gender equality the status of a dedicated goal, and to recognize it in the context of the sustainable development goals and through a variety of targets. Also, in all focus areas, the unique stature of culture as an enabler and driver of sustainable development must equally be recognized. We should also be concerned about our contributions in the areas of global environmental change, including climate change, and biodiversity. Moreover, the sciences, including the social sciences, must have their rightful place in the new agenda, especially in the context of applied science and with due respect to its paramount role as a separate development parameter. As it stands today, we face an uphill struggle in the last 18 months of the negotiations to see all our interests and desires integrated into the agenda for the future. The post-2015 development agenda will also determine the role and importance of the various organizations of the United Nations system. We need all hands and talents on board to advance and advocate for our UNESCO agenda, and I appeal to you all to do your utmost to convince your colleagues at home and in New York to accept our concerns and proposals. Now is the time and this is the way to secure the relevance of UNESCO for the coming decades. As the old English-language saying goes: *“where there’s a will there’s a way”*. I know that we all strongly desire UNESCO’s presence and its relevance to be assured during these important international events that will define the international agenda for the years to come. I am certain that you will do your utmost and, because of that will, I know of a way, a UNESCO way to help to promote the impact that our programme has for Member States for the cause of development. The word *“way”*, from UNESCO’s point of view, contains three letters: *“w”* stands for women, *“a”* stands for Africa, and *“y”* stands for youth. Distinguished colleagues, by concentrating our efforts on these three priority areas we will have targeted the majority of humanity.

1.5 Dear Members of the Board, I also look forward to improving and fine-tuning our governing role as an Executive Board and I know that every one of us around this table will do his or her part in earnest to help to accomplish our constitutional mandate. Where and when such improvements or clarifications are necessary we should not hesitate to seek them, as this will only enhance transparency and the effective functioning of the Organization. Despite our challenging requests and questions to the Secretariat, I also know that we mutually respect the manner in which we are all working together in the best interest of this Organization. Furthermore, there are many ways and means through which we can render our work more efficient. I have had the opportunity to share these ideas with you individually and in groups and I certainly look forward to being able to do so during this session of the Board and thereafter.

(The Chair continued in French)

1.6 Chers collègues, nous devons sans cesse nous interroger, chacun pour notre part : sommes-nous en phase avec nos propres objectifs et nos propres décisions ? Avons-nous fait le nécessaire pour promouvoir une culture de la paix dans le monde et insisté sur les bienfaits de l’éducation, des nouvelles technologies, des programmes spécifiques, notamment en Afrique, qui est la grande priorité de l’UNESCO, de la lutte contre la pauvreté et du développement de la jeunesse et des femmes ? Avons-nous suffisamment fait pour promouvoir nos cultures respectives et les valeurs universelles que sont la liberté d’expression et l’accès universel au savoir ? Les réponses à ces questions ne vont pas toutes dans le même sens. Beaucoup reste à faire pour améliorer le dialogue entre les cultures et les civilisations et donner des gages de paix dans un monde qui change en permanence. Pour cela et avant tout, l’UNESCO doit redevenir la maison du dialogue, de la compréhension mutuelle et des droits de l’homme – un dialogue renouvelé et fondé sur la dignité humaine, le respect de la diversité culturelle et linguistique, les valeurs universelles de paix et de développement durable. Tel est, selon moi, l’objectif de l’UNESCO pour l’avenir. Nous avons tant de choses à accomplir. Travaillons avec diligence et conviction, mais surtout dans l’esprit de consensus qui continue de nous animer et reste cher à cette grande Organisation.

ORGANIZATION AND PROCEDURAL MATTERS

Item 1: Agenda and timetable of work (194 EX/1 Prov.Rev.)

2. **The Chair** informed the Board that the provisional agenda and timetable of work had been despatched to all Members, in accordance with Rule 5.1 of the Rules of Procedure of the Executive Board, on 7 March 2014. The provisional agenda had since been revised, pursuant to Rule 6, to include an additional item, item **32** “Follow-up by UNESCO of the situation in the Autonomous Republic of Crimea (Ukraine)”, proposed by the delegation of Ukraine, and two new sub-items: **17.IV** “Renewal of the agreement between the Republic of Peru and UNESCO concerning the Regional Centre for the Safeguarding of the Intangible Cultural Heritage of Latin America (CRESPIAL)”, and **17.V** “Revised agreement for the establishment in Sri Lanka of the South Asian Centre for Teacher Development”. The External Auditor had requested that item **23.III** “Audit of the governance and financial reporting of the UNESCO category 1 institutes” be withdrawn, as more time was required to complete the audit.

Item 32 “Follow-up by UNESCO of the situation in the Autonomous Republic of Crimea (Ukraine)” (194 EX/32)

3.1 **Г-жа Митрофанова** (Российская Федерация) отмечает, что после ознакомления с проектом резолюции украинской делегации Российская Федерация выступает против включения пункта **32** в повестку дня. Недавние события в Украине и вокруг нее являются наиболее актуальными и обсуждаемыми на международном уровне. Иногда эти дискуссии носят довольно специфический, если не сказать странный, характер, и в ряде случаев это вполне объяснимо. Некоторым их участникам не хватает объективной информации, многие делают заявления, основанные на эмоциональных оценках. В таких ситуациях требуется некоторое время для того, чтобы сориентироваться, отделить реалии от дезинформации и выработать взвешенную позицию. Гораздо хуже то, что отдельные заинтересованные

стороны преднамеренно деформируют объективную картину, пытаясь манипулировать международным общественным мнением.

3.2 Оратор приводит в пример пояснительную записку к украинскому проекту резолюции, в которой Российской Федерации предъявляются самые разные обвинения, в том числе в ограничении свободы выражения мнений в виде закрытия трансляции украинских каналов. Данное обвинение выдвигается со стороны госструктур, которые сами блокируют трансляцию российских каналов на Украине и закрывают глаза на многочисленные задокументированные случаи давления и прямого насилия над журналистами у себя в стране с участием национал-радикалов, исповедующих, по определению Европарламента, «*расистские, анти-семитские, ксенофобские взгляды*». Авторы проекта резолюции озабочены перспективами обучения в Крыму на украинском и крымско-татарском языках, однако эти языки уже объявлены официальными языками на полуострове наравне с русским языком. Со своей стороны, она отмечает, что ЮНЕСКО действительно стоило бы озаботиться вопросом радикального сокращения возможностей обучаться на родном языке для русского населения Украины.

3.3 Оратор настаивает, что обвинение в якобы имеющем место массовом вывозе неких культурных ценностей из Крыма в другие города Российской Федерации не имеет под собой никаких оснований и доказательств. Она задается вопросом, может ли Исполнительный совет принимать весьма ответственное решение на такой сомнительной основе. Очевидно, что основная цель этой акции – добиться пропагандистского эффекта. Она отмечает, что пойти на поводу у ее инициаторов будет означать искусственную политизацию ЮНЕСКО в ущерб разносторонней и плодотворной деятельности по реализации ее действительно базовых задач.

(3.1) **Ms Mitrofanova** (Russian Federation) said that, having considered the draft decision submitted by the Ukrainian delegation, the Russian Federation stood against the inclusion of item **32** in the agenda. Recent events in Ukraine and near to it were highly relevant and discussed at the international level. On occasion, those discussions had taken on a rather specific, not to say strange character, and given the events that was wholly understandable. Some of the participants in them did not possess impartial information and many had made statements based on emotional appreciations. In such situations, time was needed in order to get one's bearings, to distinguish between reality and disinformation, and reach a considered position. What was far worse, was that certain interested parties were deliberately distorting the objective picture in an attempt to manipulate international public opinion.

(3.2) An example was the explanatory note to the Ukrainian draft decision in which the Russian Federation was the subject of the most varied accusations, including that of limiting freedom of expression by disconnecting Ukrainian channels. That charge was made by a State that was itself blocking transmission of Russian channels in Ukraine and closing its eyes to the numerous, documented instances of pressure and violence directed against journalists in their own country with the participation of national-radicals who, according to the European Parliament, held "*racist, anti-Semitic and xenophobic views*". The authors of the draft decision were

concerned about the prospects for education in Crimea in the Ukrainian and Crimean Tatar languages, but those languages had already been declared official languages on the peninsula on an equal footing with Russian. For her part, she said that UNESCO should in fact occupy itself with the issue of the drastic restriction on opportunities for mother-language education for the Russian population of Ukraine.

(3.3) She stressed that the accusation concerning the alleged massive transfer of some valuable cultural objects from Crimea to other cities in the Russian Federation was utterly groundless and unproven. She wondered whether the Executive Board could take such a crucial decision on such dubious bases. Clearly, the object of the exercise was to make an impact in propaganda terms. Accepting the reasoning of the authors would mean the calculated politicization of UNESCO to the detriment of multifaceted and productive activity so as to effectively achieve its fundamental mission.

4.1 **Mr Kupchyshyn** (Ukraine), while noting that the Executive Board might not be considered a forum for discussing a country's territorial integrity, drew attention to the fact that the United Nations General Assembly had, after the recent annexation of the Autonomous Republic of Crimea, affirmed its commitment to that of Ukraine, and he urged other Members to stand by the position adopted by their respective governments. Item **32**, if included in the agenda, would tackle aspects of the situation relevant to UNESCO's fields of competence: violations of freedom of expression, the use of threats and violence against journalists, and transfers of cultural objects to another country, as well as the state of paralysis affecting the social and natural sciences, with prominent scientists forced to leave as a result of discriminatory policies, and the fact that the students were confronted with the problem of having two incompatible higher education systems; that significantly fewer schools were using the national language, forcing families to move elsewhere; and respect must be ensured for the linguistic, educational, social, cultural and other rights of the region's Tatar population. Detailed information on each point would be provided but, with the authorities denying access to fact-finders on the ground, Ukraine needed assistance to gather it. Members should rest assured that the nature of the draft decision presented in document 194 EX/32 was strictly procedural.

5. **Ms Poisson** (United States of America) expressed strong support for the inclusion of item **32** in the agenda, as it reflected UNESCO's mandate to promote global peace and security through collaboration among nations, and was rooted in its work to advance respect for freedom of expression, access to education for all and the protection of the cultural heritage. It was in UNESCO's interest to ensure that Member States were furthering its objectives and to call attention to the matter when they were not. The United States of America, as a co-sponsor of the proposal, urged other Members to support its inclusion so that the Board could consider the deteriorating situation in Crimea without delay, as allowing events on the ground to continue unchallenged for the next six months would make it harder to tackle at the next session. Agreeing to include the item, which would not be taken as a position on the final outcome of the debate, would allow a Member State under threat to have its voice heard rather than stifled by a larger State currently choosing the use of force over dialogue to achieve its foreign policy and security aims.

6. **The Chair** invited the Board to refrain from entering into the substance of the subject and to focus strictly on the procedural question of whether item **32** should be included in the agenda.

7. **El Sr. Fernández Palacios** (Cuba), refiriéndose a la solicitud de inscribir un punto suplementario en el orden del día para que el Consejo Ejecutivo se pronuncie sobre los acontecimientos de la península de Crimea, señala que estos requieren una contextualización adecuada. La fortísima campaña mediática de que son objeto enturbia la realidad y atiza las tensiones, por lo que no es posible hacer una evaluación ponderada de unas alegaciones que tampoco han sido contrastadas. Por otra parte, en situaciones similares de negociación y esfuerzos diplomáticos tampoco se juzgó adecuado forzar a la UNESCO a posicionarse y, menos aún, a comprometer su orden del día y su mandato. Por ello, de conformidad con el Artículo 42 del Reglamento del Consejo, solicita posponer a un periodo posterior el examen de la inclusión del punto suplementario **32**.

(7) **Mr Fernández Palacios** (Cuba), referring to the request to include an additional item in the agenda so that the Executive Board could make a statement about the events on the Crimean peninsula, noted that those events needed to be adequately contextualized. He said that the extremely intense media coverage of them was clouding reality and stoking tensions, making a balanced evaluation of certain allegations, which had not been corroborated, impossible. On the other hand, in similar situations of negotiation and diplomatic efforts, it had not been judged appropriate to force UNESCO to define its position, and certainly not to compromise its agenda and mandate. Therefore, pursuant to Rule 42 of the Rules of Procedure of the Executive Board, he requested that the examination of the inclusion of additional item **32** be postponed to a later date.

8. **The Chair** asked the representative of Cuba to specify the time to which the debate should be adjourned.

9. **El Sr. Fernández Palacios** (Cuba) responde que el Artículo 42 del Reglamento es claro. Al no existir en la presente reunión las condiciones y la información necesarias para examinar la inclusión del punto en cuestión, Cuba propone aplazar a otra reunión del Consejo todo debate al respecto.

(9) **Mr Fernández Palacios** (Cuba) replied that Rule 42 of the Rules of Procedure was clear. Owing to the fact that, at that session, the conditions and information necessary for examining the inclusion of the item in question did not exist, Cuba proposed postponing all discussion in that respect to another session of the Executive Board.

10. **The Chair** requested confirmation from the representative of Cuba as to whether he was proposing that item **32** be removed from the agenda of the current session, under Rule 42 of the Rules of Procedure of the Executive Board.

11. **El Sr. Fernández Palacios** (Cuba) responde que ha pedido posponer el examen de la inclusión del punto **32**, suplementario, aplazando todo debate a una reunión posterior.

(11) **Mr Fernández Palacios** (Cuba) said that he had requested the postponement of the examination of the inclusion of additional item **32**, adjourning all discussion to a later session.

12. **The Chair** requested the Legal Adviser to clarify whether it was a question of adjourning the debate on item **32** or removing the item from the agenda.

13. **Ms Vicien-Milburn** (Legal Adviser) *in extenso*:

The Board is at this point discussing whether to include the item or not in the agenda. If I understood the Ambassador of Cuba correctly, he is requesting an adjournment of the debate under Rule 42 of the Rules of Procedure, which requires you to indicate whether you wish to adjourn to a particular time or *sine die*. It is my understanding, and he should correct me if I am not reflecting his position correctly, that he is requesting adjournment to a separate meeting. His motion, if seconded, has to be put to a vote immediately. If the motion is carried, the item will not be debated and will be passed on to the next meeting.

14. **Mr Worbs** (Germany), rising to a point of order, said that the only question was whether or not to include item **32** in the agenda of the current session; a debate thereon could not logically be adjourned before the item had been included.

15. **Mr Sudders** (United Kingdom), rising to a point of order, requested the Legal Adviser to clarify her advice by reading out Rule 42, according to which the debate on an item could not be adjourned until it had first been included in the agenda and then opened for discussion.

16. **Ms Vicien-Milburn** (Legal Adviser) *in extenso*:

The matter that the Board is discussing now is whether to inscribe the item or not on the agenda. The item is not yet on the agenda; there is a provisional agenda that is being considered. So the Board has to determine whether the item will be on the agenda or not. The representative of Cuba has requested, under Rule 42, the adjournment of the debate. What is being debated is inscription, so he is proposing that there be an adjournment of the debate on inscription. The Rule is clear: "*During the discussion of any matter, ...*", the matter is inscription of the item or not, "*... a Member ...*", the delegation of Cuba, "*... may move the adjournment of the debate on the item under discussion. On moving the adjournment a Member shall indicate whether he moves the adjournment sine die or to a particular time which he shall specify.*"; the representative of Cuba has specified the time and I would ask him to reiterate until what time so that it is not attributed to me. "*Any such motion, if seconded, ...*", the motion still has not been seconded, "*... shall be put to the vote immediately and without discussion*". I trust that this clarifies the matter.

17. **The Chair** asked the Legal Adviser whether the motion to adjourn could be seconded at that point in the proceedings, before item **32** had been included in the agenda, and whether Rule 42 would cover its eventual removal.

18. **Ms Vicien-Milburn** (Legal Adviser) *in extenso*:

Mr Chair, you have submitted to the Board a provisional agenda. You have explained that the Board adopts its agenda at the beginning of each session. There have been requests for withdrawals and for additions. The Government of Ukraine has requested that an additional item be inscribed on the agenda – this is what the Board is considering now – and the Russian Federation has opposed it. The Government of Ukraine has explained why it wants the item included and the United States of America has supported its inclusion.

19. **Mr Worbs** (Germany), rising to a point of order, stressed that the Board was discussing the agenda, not

the substance of the item, and that was the only debate that could possibly be adjourned at the present point in the proceedings.

20. **El Sr. Fernández Palacios** (Cuba), que comparte las explicaciones de la Asesora Jurídica, lamenta que se confunda lo que está claro: lo que corresponde es someter a votación la propuesta de Cuba de posponer todo debate relacionado con la inclusión de este punto a una reunión posterior.

(20) **Mr Fernández Palacios** (Cuba), who agreed with the explanations of the Legal Adviser, regretted the fact that something clear was becoming confused. He said that the appropriate procedure was for a vote to be held on Cuba's proposal to postpone all discussion relating to the inclusion of that item to a later date.

21. **Mr Sudders** (United Kingdom), rising to a point of order, said that since item **32** had already been included in the provisional agenda, the only question on which the Board could postpone a discussion was whether to remove or retain it.

22. **The Chair**, stressing that it was a matter of an item submitted by a Member of the Board and recommended for inclusion in the agenda by the Bureau, asked the Legal Adviser for her thoughts on the question and on how the Board should proceed.

23.1 **Ms Vicien-Milburn** (Legal Adviser) *in extenso*:

Thank you, Mr Chair. It is not really what I think of this matter but what is the formal status. The agenda has not been approved by the Board – there is a provisional agenda in which this item is included, and the Board has to decide to adopt the agenda. There are two positions among Members, one in favour of the inscription of the item and the other against. You have to determine that first.

23.2 The representative of Cuba has moved, under Rule 42, the adjournment of the debate on the item, on its inscription, so first of all you have to see whether his request is accepted or not, if it is seconded – another Member State has to second the motion. Thank you, Mr Chair.

24. **Mr Singh** (India) said that the proper forum for discussing the situation in Ukraine was not the Executive Board of UNESCO but the United Nations General Assembly, and that the requested item should not be included in the agenda of the current session.

25. **Ms Lomonaco** (Italy), speaking on behalf of the European Union, expressed support for the inclusion of item **32** in the agenda, as it fell directly within the scope and mandate of UNESCO. The Board should have a chance to hear Ukraine's concerns in relation to recent events in Crimea and consider the possible follow-up in the Programme and External Relations (PX) Commission.

26. **Mr Sudders** (United Kingdom), expressing support for the statement made on behalf of the European Union, drew attention to the fact the Board was not considering Ukraine's rightful request, as a Member of the Board, to have an item included in the agenda, but the Russian Federation's request that it be removed, thereby denying Ukraine its right to be heard. The Executive Board was the proper place to discuss the issues outlined in document 194 EX/32 and events such as the recent looting of museums in Crimea, as they were matters of direct concern to UNESCO. It should reject the proposal to remove item **32** and have the debate.

27. **Mr Kokk** (Estonia) aligned his delegation with the statement made on behalf of the European Union and concurred with the comments of the United Kingdom.

28. **Mr Miko** (Czech Republic), aligning his delegation with the statements made on behalf of the European Union and by the United Kingdom, cautioned that any Member might someday find itself having to request that its voice be heard by the Board, while another State was seeking to silence that voice. It should not be allowed to happen in the case of Ukraine.

29. **Ms Von Zweigbergk** (Sweden) expressed support for the statement made on behalf of the European Union.

30. **Mr Rachman** (Indonesia), stressing that item **32** should be retained in the agenda, requested that discussion of the substance be postponed until the next session of the Board or until such time as sufficient data were made available for an informed debate on all aspects of the situation outlined in document 194 EX/32 relating to UNESCO's fields of competence. Responding to the question from the Chair, he confirmed Indonesia's wish to second the motion proposed by Cuba, but insisted that the item not be removed from the agenda.

31. **The Chair** noted that the delegation of Indonesia was adopting a slightly different position from that of Cuba.

32. **Mme da Rocha** (Brésil) juge prématuré d'inscrire le point **32** à l'ordre du jour du Conseil car la situation en Ukraine, complexe et évolutive, soulève essentiellement des questions de souveraineté qui relèvent du mandat d'autres instances multilatérales, où elles sont actuellement examinées. Elle estime que le Conseil ne dispose pas, pour l'heure, d'éléments relatifs aux négociations en cours entre les États concernés qui puissent lui permettre d'en discuter sur des bases solides, concrètes et claires dans le cadre des domaines de compétence de l'UNESCO. Aussi sa délégation soutient-elle la proposition de Cuba d'ajourner l'examen de ce point.

33. **The Chair** asked the Legal Adviser whether, in view of the apparent seconding of Cuba's motion by Brazil, the Board should move to a vote.

34. **Ms Vicien-Milburn** (Legal Adviser) *in extenso*:

Rule 42, and I will read it again, stipulates that, and I repeat again, the matter is the inscription of the item on the agenda – I have to clarify this because there is a misapprehension: what you are discussing is a provisional agenda, under Rule 5, and it is the Board in total, *in corpore*, that adopts the agenda, which is what you are doing now. To continue: "*During the discussion of any matter a Member may move the adjournment of the debate on the item under discussion. On moving the adjournment a Member shall indicate whether he moves the adjournment sine die or to a particular time which he shall specify.*"; it is for the delegation of Cuba to specify. "*Any such motion, if seconded, ...*", it has been seconded now by Brazil, "*... shall be put to the vote immediately and without discussion.*". So you do have to proceed to a vote. Thank you, Mr Chair.

35. **Mr Worbs** (Germany) said that if the item currently under discussion, namely agenda item 1 "Agenda and programme of work", were subject to Rule 42 of the Rules of Procedure, that discussion could, according to the Legal Adviser's explanation, be adjourned to a particular time later in the day or the following morning or *sine die*, in which case the 194th session could be brought to a close there and then.

36. **El Sr. Muñoz Ledo** (México), a quien el Reglamento le parece muy claro, pide sin embargo a la Asesora Jurídica que precise los efectos que la aprobación de la moción presentada por Cuba tendría en el orden del día de la presente reunión y de reuniones futuras, para que todos los delegados tengan conciencia de lo que se va a votar.

(36) **Mr Muñoz Ledo** (Mexico), to whom the Rules of Procedure seemed very clear, nevertheless asked the Legal Adviser to specify the effects that approving the motion proposed by Cuba would have on the agenda of that and future sessions, so that all representatives were aware of what was going to be put to the vote.

37. **La Sra. Vicien-Milburn** (Asesor Jurídico)
in extenso:

The Board has before it a provisional agenda. Item 32 is on a provisional agenda which includes this item because it has been proposed by the Government of Ukraine, a sovereign State; it includes all questions proposed by Member States, under Rule 5.2 of the Rules of Procedure. It is a provisional agenda and now you have to adopt it. If there are new items on the agenda, and the item of Ukraine is a new item because it was proposed in a note last week or the week before – they have to be adopted now by the Board. The representative of Cuba has proposed a motion to adjourn the debate on this item. If his motion is put to a vote and the motion is carried, then the Board will decide whether there will be an inscription of the item or not. First you have to vote on the motion then you have to vote on the inscription. I do not know whether that is clear. Perhaps Cuba can clarify. Thank you.

38. **Mr Kupchyshyn** (Ukraine), rising to a point of order, noted that the Legal Adviser, after earlier stating that the Board should vote immediately on the motion proposed by Cuba, was now saying that it should vote first on the agenda and then on the motion. As others had correctly pointed out, there was not yet an agenda on which to vote, just a provisional agenda still to be adopted.

39. **The Chair** asked the Legal Adviser whether Cuba could move to adjourn the debate on item 32 under Rule 42 before the Board had approved and adopted its agenda.

40. **Mr Vicien-Milburn** (Legal Adviser) *in extenso:*

I am sorry. My apologies to the delegation of Ukraine if what I said was confusing. I repeat it again: you have to vote first on the motion proposed by Cuba to adjourn the debate under Rule 42; if Cuba's motion is carried there is nothing further to debate because the Board will have agreed that this item will not be inscribed on the agenda; if the motion is not carried then you vote on the inscription. Thank you, Mr Chair.

41. **El Sr. Fernández Palacios** (Cuba), que considera correcta la interpretación de la Asesora Jurídica solicita al Presidente que, conforme al Reglamento, someta de inmediato a votación la propuesta de Cuba e insta a no crear confusión.

(41) **Mr Fernández Palacios** (Cuba), who considered the Legal Adviser's interpretation to be correct, asked that the Chair, pursuant to the Rules of Procedure, immediately put the Cuban proposal to a vote, stressing the need to avoid creating confusion.

42. **Ms Kadare** (Albania), rising to a point of order, said that since the aims of the motions proposed by Cuba and the Russian Federation were much the same, namely to have item 32 removed from the agenda of the current

session, the Board could proceed immediately to a vote on a question, such as: "are you in favour of removing the proposed item from the agenda?"

43. **Mr Worbs** (Germany), rising to a point of order, endorsed the previous speaker's suggestion. The only legal and logical interpretation of the motion proposed by Cuba was that it sought the non-inclusion of item 32 in the agenda. Rule 42 would not apply until that item was included and being discussed in the Programme and External Relations (PX) Commission, at which point it would be possible to move to adjourn the debate.

44. **Г-жа Митрофанова** (Российская Федерация) отмечает, что подобные прецеденты уже случались на сессиях Исполнительного совета и хочет пояснить, что Российская Федерация предлагает снять данный вопрос с повестки дня, а Куба – отложить его рассмотрение до следующей сессии. Речь идет о двух разных предложениях, требующих проведения отдельного голосования.

(44) **Ms Mitrofanova** (Russian Federation) said that there had already been similar precedents at Executive Board sessions, and she explained that the Russian Federation proposed removing the matter at hand from the agenda, while Cuba proposed deferring consideration of it to the 195th session. There were two separate proposals that required two separate rounds of voting.

45. **Mr Sudders** (United Kingdom), rising to a point of order, reiterated the view that the Board could not at the present juncture adjourn a discussion on any question other than whether to remove the item from the agenda. He endorsed the suggestion by the representative of Albania and requested that the vote be taken by roll call.

46. **El Sr. Fernández Palacios** (Cuba) lamenta volver a tener que hacer uso de la palabra y solicita una mejor conducción del debate. La única interpretación correcta es la que ha dado la Asesora Jurídica varias veces. Pide a sus colegas que no traten de crear confusión y solicita una vez más al Presidente que proceda a someter a votación la propuesta de Cuba, que es aplazar todo debate sobre la inclusión de este punto en el orden del día.

(46) **Mr Fernández Palacios** (Cuba) regretted having to take the floor again, and asked for the debate to be conducted better. In his view, the only correct interpretation was the one given several times by the Legal Adviser. He asked his colleagues not to attempt to create confusion, and once again requested that the Chair proceed to putting to the vote Cuba's proposal, which was to adjourn all discussion about the inclusion of that item in the agenda.

47. **Mr Shalaby** (Egypt), rising to a point of order, said that he concurred with the interpretations of Germany and the United Kingdom as to the subject of the current discussion. If the Board did not move immediately to a vote, as proposed by Albania, there could be unclear legal consequences and precedents; the question raised by Mexico was particularly relevant in that regard.

48. **尤先生** (中国) 表示中国支持古巴的建议, 认为应推迟审议该议题, 这一做法符合各方利益。

(48) **Mr You** (China) expressed his support for Cuba's proposal of postponing examination of the item, and believed that that would be in the interest of all parties concerned.

49. **La Sra. Wimpfheimer** (Argentina), sumándose a lo expuesto por el representante de China, apoya la moción de Cuba y otros países, esto es, el aplazamiento del examen a falta de las condiciones necesarias, considerando que la Asesora Jurídica ha sido muy clara al respecto.

(49) **Ms Wimpfheimer** (Argentina) agreed with the statement made by the representative of China, and supported the motion put forward by Cuba and other countries, namely postponing discussion on including the item owing to a lack of the necessary conditions, as she believed that the Legal Adviser had been very clear in that regard.

50. **Mr Stranzl** (Austria), rising to a point of order, said that he was ready to proceed to a vote as long as the motion and implications were clear. Austria was in favour of the inclusion of the item and against its removal or postponement of a discussion thereon.

51. **The Chair** requested the Legal Adviser to give her legal opinion on whether it was a question of voting to remove item **32** from the agenda or to adjourn its consideration, under Rule 42 of the Rules of Procedure, upon which the Board would proceed accordingly.

52.1 **Ms Vicien-Milburn** (Legal Adviser) *in extenso*:

First of all, I would like to clarify that I am not giving my legal opinion or interpretation; I am just explaining how the Rules that you, yourselves, the Member States, have adopted work. It is not my interpretation.

52.2 You are adopting the agenda of the Board. There are a number of items on the provisional agenda of the Board. It could be something that is completely unrelated to Ukraine on which you could be having a vote; any item, item by item. That is what you are doing. It is not on item **1**. It is on an item brought to the attention of the Board between the time that you, Mr Chair, sent the letter to the Member States and the commencement of this session of the Board. It could be on Ukraine, it could be on category 2 institutes and centres (item **17**), it could be on anything in the provisional agenda. That is what you are voting on, not item **1**.

52.3 Secondly, and I beg the representative of Cuba to correct me because it is his proposal, I think that the motion to adjourn the debate has to be put to a vote immediately because it has been seconded by two Member States – by Brazil and by China – and my understanding is that the vote will be on whether, yes or no, you are all in favour of the adjournment of the debate on the item proposed by Ukraine which is now under consideration for inclusion in the agenda. You have to have all those in favour and all those against and we will see whether the motion is carried or not. Thank you, Mr Chair.

53. **Mr Worbs** (Germany), rising to a point of order, and aligning himself with the comment by the representative of Egypt, said that the Board was about to set a bad legal precedent for UNESCO. A motion to adjourn made no sense in the present context as it could only mean adjournment of the debate on item **1** "Agenda and timetable of work". Germany, on the other hand, was ready to vote immediately on what he regarded as being the crux of Cuba's motion: the inclusion or non-inclusion of item **32** in the agenda.

54. **M. Camara** (Guinée), soulevant une motion d'ordre, sollicite des éclaircissements de la part de la Conseillère juridique au sujet de l'article 8 du Règlement

intérieur. Sauf erreur de sa part, il lui semble qu'il faut adopter l'ordre du jour avant de procéder à sa modification éventuelle. Pour considérer la proposition cubaine, il convient donc en premier lieu d'adopter l'ordre du jour.

55. **Mr Shalaby** (Egypt), rising to a point of order, said that even if Cuba's motion to adjourn the debate were carried, item **32** would still be on the provisional agenda and another vote would have to be taken on whether to retain or remove it.

56. **El Sr. Pozo** (Ecuador) señala que el representante de Cuba en ningún momento ha solicitado que se aplazase el examen de todo el orden del día, sino de un único punto. Lo que hay que decidir es si ese punto se aplaza o no a la reunión del otoño. Cuba ha hecho una propuesta precisa y hay que decidir al respecto, no interpretarla.

(56) **Mr Pozo** (Ecuador) noted that the representative of Cuba had not at any time requested the examination of the entire agenda be postponed, but rather the examination of one item. In his view, what needed to be decided was whether or not to postpone that item to the autumn session. Cuba had put forward a precise proposal and a decision needed to be taken on that proposal, rather than on how it should be interpreted.

57. **Mr Simataa** (Namibia), rising to a point of order, said that the motion proposed by Cuba was plainly asking the Board not to consider one single item as opposed to the entire agenda; attempts to muddy the waters with biased interpretations were deplorable. Once the question had been clearly formulated, the Board could proceed immediately to a vote. If it continued turning in circles, stuck on one item of a provisional agenda, it would be making history for all the wrong reasons.

58. **M. Fazelly** (Afghanistan) estime que tout ce qui a été dit jusque-là sous couvert de motion d'ordre touchait en réalité au fond du débat. Il souhaite que la parole lui soit accordée car il attend de s'exprimer depuis un moment.

59. **The Chair** said that the motion on which the Board should vote would be clarified with the assistance of the Legal Adviser and the Director-General.

60. **Mr Sudders** (United Kingdom), rising to a point of order, requested clarification from the Legal Adviser as to whether the debate on an item could only be postponed once that item was accepted as being on the agenda, and how a debate could be postponed if the item was not yet on the agenda.

61.1 **Ms Vicien-Milburn** (Legal Adviser) *in extenso*:

I reiterate again, it is not a question of my interpretation – I am just citing the Rules that the Board has adopted, which you all have in front of you.

61.2 There is no agenda. There is a provisional agenda, and what this Board is discussing is what items will be included in the agenda. There are many items here that are additional items. Ukraine has submitted an additional item for the agenda; that is what you are discussing, and that is what the delegation of Cuba has asked to be postponed.

61.3 In reply to the question from Guinea, Rule 8 is applied once the agenda has been adopted by the Board. Once you have decided what items you want to put on the agenda, it is conceivable that tomorrow or the day after or next week any Member State might wish to add another item to the agenda, and this is the Rule that applies. So

Rule 8 is for after the adoption of the agenda. Thank you, Mr Chair.

62. **The Chair** said that if he saw no objections, he would take it that the Board wished to suspend the meeting to allow the Bureau to confer on how best to proceed.

63. *It was so agreed.*

*The meeting was suspended at 11.55 a.m.
and resumed at 12.40 p.m.*

64. **The Chair** said that the Bureau, in consultation with the Legal Adviser and the Director-General, had formulated the question on which the vote was to be taken, which he invited the Legal Adviser to read out.

65. **Ms Vicien-Milburn** (Legal Adviser) *in extenso*: Subject to correction by the delegation of Cuba, which is the delegation that put forth the proposal, the question to be put to a vote under Rule 42, because Cuba proposed a motion for the adjournment of a debate under Rule 42, is: “*what Member States are in favour of the adjournment of the debate of the item proposed by Ukraine which is under consideration by the Board for inclusion in the agenda?*” The Rule stipulates that the adjournment can be *sine die* or to a particular time, which Cuba shall specify. I think that the Member States in the Bureau wanted clarification on that matter. If the motion is carried, the item will not be considered for inclusion in the agenda. If the motion is not carried then the debate will continue and you will have to vote on whether the item is included or not in the agenda. Is that clear?

66. **El Sr. Fernández Palacios** (Cuba), reiterando que la interpretación de la Asesora Jurídica es la correcta, repite que lo que su país ha solicitado es posponer el examen de la inclusión del punto 32 del orden del día provisional hasta la próxima reunión del Consejo.

(66) **Mr Fernández Palacios** (Cuba), reiterating that the Legal Adviser’s interpretation was correct, repeated that what his country had requested was a postponement of the examination of the inclusion of item 32 of the draft agenda to the next session of the Board.

67. **M. Fazelly** (Afghanistan) n’entend pas se prêter à la manœuvre qui consiste à soulever une motion d’ordre pour en fait parler de tout autre chose. Il estime que le problème présente à la fois un aspect juridique et un aspect technique et politique. Accepter la proposition de Cuba reviendrait à retirer le point 32 de l’ordre du jour, ce qui serait assimilable à une démission de l’UNESCO. Or, l’Organisation se doit d’intervenir dans une situation politique dès lors que les objets de ses missions sont menacés. Elle ne doit donc pas refuser d’inscrire le point en question à l’ordre du jour du Conseil car la situation en Ukraine est susceptible d’évoluer rapidement. L’orateur estime que l’UNESCO a de fait entamé le débat sur le fond, puisque Cuba a excipé de l’article 42 du Règlement intérieur, et pense donc que le seul vote possible concerne le choix entre un report du débat *sine die* et un report à une date précise.

68. **Mr Worbs** (Germany), rising to a point of order, said that he took the Legal Adviser’s interpretation to mean that the Board was about to vote on the inclusion or non-inclusion of item 32 in the agenda of the 194th session of the Executive Board, and that if it were included, the Board could take another vote on adjournment or non-adjournment of the debate later, in the Programme and External Relations Commission.

69. **Mr Sudders** (United Kingdom), rising to a point of order, reiterated his request that the vote be taken by roll call.

70. **Mr Kupchyshyn** (Ukraine), exercising his delegation’s right to explain its position before the vote, said that Ukraine did not support the motion proposed by Cuba because the situation in autonomous Crimea was acute and urgently in need of examination and follow-up. If the debate were postponed until the following autumn UNESCO would probably have other cases requiring its attention. In view of the Russian Federation troops camped on Ukraine’s eastern border and the increasing militarization of Crimea, the Board must consider the matter at the current session. He urged other delegations not to vote for adjournment.

71. **El Sr. Muñoz Ledo** (México) invoca de nuevo el Artículo 42 del Reglamento, en el que se indica que “*si son secundadas por otro miembro, tales mociones serán sometidas inmediatamente a votación sin debate*”, señalando que el Consejo está en falta y que el término “*inmediatamente*” no precisa aclaración.

(71) **Mr Muñoz Ledo** (Mexico) referred again to Rule 42 of the Rules of Procedure, which stated that “*Any such motion, if seconded, shall be put to the vote immediately and without discussion*,” and noted that the Board was at fault and that the word “*immediately*” did not require clarification.

72. **The Chair** said that a vote would be taken by roll call on the motion: “*which Member States are in favour of the adjournment of the debate on the item proposed by Ukraine, which is under consideration for inclusion in the agenda, until the next session of the Executive Board*”.

73. *A roll-call vote was taken on the motion.*

The results of the vote were as follows:

In favour: 11 – Angola, Argentina, Brazil, China, Cuba, Ecuador, El Salvador, Guinea, India, Namibia, Russian Federation.

Against: 32 – Afghanistan, Albania, Austria, Belize, Chad, Czech Republic, Dominican Republic, Estonia, France, Germany, Indonesia, Italy, Japan, Kuwait, Malawi, Mauritius, Mexico, Montenegro, Papua New Guinea, Netherlands, Nigeria, Republic of Korea, Spain, Sweden, Thailand, the former Yugoslav Republic of Macedonia, Togo, Trinidad and Tobago, Tunisia, Ukraine, United Kingdom, United States of America.

Abstentions: 11 – Algeria, Bangladesh, Egypt, Ethiopia, Gabon, Mali, Mozambique, Nepal, Pakistan, Saint Kitts and Nevis, Uganda.

Absent: 4 – Gambia, Morocco, Turkmenistan, United Arab Emirates.

74. **The Chair** said that the motion had failed to secure the required minimum of 22 votes in favour, and hence, had not been carried.

Item 17.II: Establishment, in the premises of the Villa Ocampo in Buenos Aires, Argentina, of a regional centre for arts and culture (194 EX/17 Part II)

75. **La Sra. Wimpfheimer** (Argentina) solicita que se suprima del orden del día el punto 17.II “*Creación en el recinto de la Villa Ocampo, en Buenos Aires (Argentina), de un centro regional de arte y cultura*”. Su gobierno

desea dejar constancia del innegable y reconocido compromiso con el proyecto que desde buen principio lo ha movido, como demuestra su aportación económica a la restauración del recinto, pese a lo cual se le ha reprochado el supuesto designio de desnaturalizar el legado de Victoria Ocampo. Estas críticas, vertidas a veces desde organizaciones relacionadas con la UNESCO, han llegado incluso a cuestionar la titularidad de la Villa Ocampo. En vista de tal situación el Gobierno argentino, estimando que no se dan las condiciones necesarias para la creación del centro, ha decidido retirar este punto del orden del día, decisión que ya ha comunicado a la Directora General y la Secretaría del Consejo Ejecutivo.

(75) **Ms Wimpfheimer** (Argentina) requested the removal from the agenda of item **17.ii** "Establishment, in the premises of the Villa Ocampo, of a regional centre for arts and culture". Her government wished to place on record its undeniable and recognized commitment to the project from the outset, as demonstrated by its economic support for the restoration of the premises, despite being reproached for a supposed plan to distort the legacy of Victoria Ocampo. Those criticisms, sometimes levelled by organizations linked to UNESCO, had even gone so far as to question the ownership of Villa Ocampo. In light of that situation, the Argentine Government considered that the conditions necessary for the creation of the centre were not in place, and so had decided to withdraw that item from the agenda, a decision that it had already communicated to the Director-General and the Secretariat of the Executive Board.

76. **The Chair** said that, in the absence of any objections, he would take it that the Board agreed to the withdrawal from the agenda of sub-item **17 ii** "Establishment, in the premises of the Villa Ocampo in Buenos Aires, Argentina, of a regional centre for arts and culture".

77. *It was so decided.*

Point 31 : L'UNESCO à 70 ans: perspectives d'avenir
(194 EX/30)

78. **Mme Lomonaco** (Italie) demande s'il serait possible que le point **31** « L'UNESCO à 70 ans : perspectives d'avenir », soit discuté à la réunion conjointe des commissions, compte tenu de ses incidences financières.

79. **The Chair** opened the floor for comments on the proposal by Italy to move item **31** "UNESCO at 70: Future perspectives" from the agenda of the Programme and Public Relations (PX) Commission to that of the joint meeting of the PX and Finance and Administrative (FA) Commissions.

80. **El Sr. De Barandica y Luxán** (España) secunda la propuesta de Italia.

(80) **Mr De Barandica y Luxán** (Spain) seconded Italy's proposal.

81. **Mr Shalaby** (Egypt), welcoming the Bureau's proposal to refer item **31** to the Programme and External Relations (PX) Commission, expressed surprise at the request to move it to the joint meeting of the PX and Finance and Administrative (FA) Commissions on the grounds of the budgetary implications of organizing activities to mark UNESCO's 70th year. As made clear in the explanatory note in document 194 EX/31, as well as in

informal discussions on the draft decision with other delegations, those activities were to be financed exclusively from extrabudgetary resources, and there was therefore no need to involve the FA Commission. Egypt requested that the item remain on the agenda of the PX Commission. It would listen closely to any concerns raised in the PX Commission or when the draft decision returned to plenary for adoption, and any necessary clarifications would be provided.

82. **The Chair** asked Argentina and Spain whether, in the light of the time constraints and the explanation provided by Egypt, they insisted on having item **31** referred to the joint meeting of the PX and FA Commissions.

83. **Mme Lomonaco** (Italie) estime qu'il serait préférable d'en discuter en commission conjointe.

84. **Mr Shalaby** (Egypt) suggested that the discussion on item **31** should begin, as proposed, in the PX Commission on the understanding that it could at any point, if the need arose, be referred to the joint meeting of the PX and FA Commissions.

85. **El Sr. De Barandica y Luxán** (España) dice no entender por qué razón es preferible empezar a deliberar sobre este punto en la Comisión PX, como propone Egipto, en lugar de hacerlo en la sesión conjunta de ambas comisiones.

(85) **Mr De Barandica y Luxán** (Spain) said that he did not understand why it was preferable to begin discussing that item in the PX Commission, as Egypt was proposing, instead of discussing it in the joint meeting of both commissions.

86. **Mr Shalaby** (Egypt) reiterated his delegation's position on the matter, adding that it was prepared to consider all options.

87. **The Chair**, noting the two opposing views, appealed to the Members on both sides to help the Board to adopt the agenda and move on.

88. **Ms Kadare** (Albania), rising to a point of order, proposed that the Board move to adopt the agenda and leave the task of referring specific items to the Commissions until later. As far as item **31** was concerned, the Bureau had examined it carefully, and, seeing no budgetary implications, had decided to refer it to the PX Commission.

89. **The Chair**, endorsing the proposal of Albania, said that in the absence of any objections he would take it that the Board wished to adopt, as orally amended, the agenda contained in document 194 EX/1 Prov.Rev.

90. *It was so decided.*

The meeting rose at 1.15 p.m.

SECOND MEETING

Monday 7 April 2014, 3.10 – 6.55 p.m.

Chair: Mr Amr

ORGANIZATION AND PROCEDURAL MATTERS (*continued*)

Item 2: Approval of the summary records of the 192nd session and the 193rd session

(192 EX/SR.1-10; 193 EX/SR.1-2)

1. **The Chair** recalled that in accordance with Rule 23, paragraph 3, of the Rules of Procedure of the Executive Board, the summary records of the public meetings of the previous session were approved at the beginning of each session. The Secretariat had explained that there had been a delay in the preparation of the summary records of the 192nd session owing to staff retirements and other changes within the relevant service, and that they had not been ready for adoption at the 193rd session. Similarly, the summary records of the 193rd session had not been ready to be despatched to the Board Members in time. However, he was pleased to report that the backlog had been absorbed. In accordance with the established procedure, documents 192 EX/SR.1-10 and 193 EX/SR.1-2 had been distributed for verification to Members as well as to the representatives of Member States that were no longer Members of the Board but directly concerned by those records, with a request for corrections to be provided to the Secretariat by close of business on Friday 11 April. The Chair therefore recommended the suspension of Rule 23, paragraph 3, of the Rules of Procedure of the Executive Board so that the summary records for the 192nd and 193rd sessions could be approved, with any corrections, at the end of the current session.

2. *It was so decided.*

Item 1: Agenda and timetable of work (*continued*) (194 EX/1 Prov. Rev.)

Agendas of the Programme and External Relations Commission (PX) and the Finance and Administrative Commission (FA) (194 EX/PX/1.INF Prov.; 194 EX/FA/1.INF Prov.; and 194 EX/FA/PX/1.INF Prov.)

3. **The Chair** drew attention to the provisional agenda of the Programme and External Relations Commission (PX) contained in document 194 EX/PX/1.INF Prov., the provisional agenda of the Finance and Administrative Commission (FA) contained in document 194 EX/FA/1.INF Prov., and the provisional agenda of the joint meeting of the PX and FA Commissions contained in document 194 EX/FA/PX/1.INF Prov. Seeing no objections, he took it that the Board wished to adopt the three agendas.

4. *It was so decided.*

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

5. **The Chair** said that the UNESCO Staff Union and the International Staff Association of UNESCO had requested permission to take the floor during the debates on item 3 and item 5.III. He recalled that in the past, the Board had authorized the representatives of the staff associations to take the floor in the Finance and Administrative Commission (FA) debates on items concerning the staff, each with a speaking time limited to

five minutes, after Members had spoken on the items but before the decision or recommendation was adopted. As was the case with all observers, representatives of the staff associations could not take the floor during the adoption of decisions. Based on established practice, the Bureau recommended that the representatives of the STU and AIPU be invited to take the floor during the discussions in the FA Commission on document 194 EX/5 Part III, which also covered the issues raised in document 194 EX/3.

6. *It was so decided.*

Organization of the plenary debate

7.1 **The Chair** said that the Director-General would introduce the debate on items 4.I "Implementation of the Programme and Budget and results achieved in the previous biennium (2012-2013 –36 C/5) (Draft 38 C/3)", 4.II "Budgetary situation of the Organization for 2012-2013 (36 C/5) as at 31 December 2013 (unaudited), budget adjustments arising from donations and special contributions received and Management Chart for programme execution in 2012-2013 (unaudited)", 4.III "Follow-up to the Independent External Evaluation of UNESCO (IEE), and the implementation of the roadmap" and 4.IV "State of progress of the reform of the field network", and item 5 "Follow-up to decisions and resolutions adopted by the Executive Board and the General Conference at their previous sessions", 5.I "Programme issues", 5.II "Management issues" and 5.PartIII "Human resources issues". The plenary debate would begin that afternoon and evening, and continue on the morning of Tuesday 8 April. Each Member would be allowed a speaking time of six minutes, the end of which would be indicated by the customary musical signal. Observers would be allowed two minutes for each intervention. In the question and answer session following the Director-General's reply, in the afternoon of Tuesday 8 April, Members would be invited to limit their statements to three minutes, and the number of questions to three at a time. Observers would be allowed one minute for each statement. The Director-General would answer questions put by Member States three at a time.

7.2 After the introduction to the debate by the Director-General, the Chair of the Preparatory Group would present a brief summary of its meetings held from 17 to 19 March 2014. The 17 members of the Preparatory Group had elected Ms Gisèle Ossakedjombou-Ngoua Memiaghe, Ambassador of Gabon, as Chair and Ms Liefke Reitsma, Deputy Permanent Delegate of the Netherlands, as Vice-Chair. He noted that to date, he had not received any notification from electoral Group 2 of its intention to designate a third Member State from that group. The report and recommendations of the Preparatory Group had been distributed to Members in paper and electronic form in English and French. The Chair expressed gratitude to the Chair, Vice-Chair and members of the Preparatory Group for their work, which would assist the Executive Board in its important work in the coming days.

Private meetings

8. **The Chair** said that the first private meeting would be held in the morning of Monday 14 April on item 3 "Report by the Director-General on the application of Rule 59 of the Rules of Procedure of the Executive Board" (194 EX/Priv.1 Rev.), to be followed by a public meeting to review document 194 EX/3 on major changes to the organizational structure. The second would be held in the

morning of Tuesday 15 April to adopt the report of the Committee on Conventions and Recommendations (CR) on 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", to be followed by a public meeting to adopt the report of the CR Committee on items 20 "Methods of work of the Committee on Conventions and Recommendations" and 21 "Implementation of standard-setting instruments".

9. **The Chair** announced that at the request of the Secretariat, it was proposed to hold the launch of the *EFA Global Monitoring Report* from 4 to 5 p.m. on Monday 14 April.

POINTS DEVANT FAIRE L'OBJET D'UN RAPPORT

Point 4.I : Exécution du Programme et budget et résultats obtenus au cours de l'exercice biennal précédent (2012-2013 – 36 C/5) (Projet de 38 C/3) (194 EX/4 Partie I et Add.-Add.2 ; 194 EX/4.INF.4)

Point 4.II : Situation budgétaire de l'Organisation en 2012-2013 (36 C/5) au 31 décembre 2013 (comptes non audités), ajustements budgétaires qui découlent des dons et des contributions spéciales reçus, et Tableau de bord de l'exécution du programme en 2012-2013 (comptes non audités) (194 EX/4 Partie II ; 194 EX/4.INF.2 ; 194 EX/4.INF.3)

Point 4.III : Suivi de l'Évaluation externe indépendante (EEI), et mise en œuvre de la feuille de route (194 EX/4 Partie III ; 194 EX/4.INF)

Point 4.IV : État d'avancement de la réforme du dispositif hors Siège (194 EX/4 Partie IV et Add.)

Point 5 : Suivi des décisions et résolutions adoptées par le Conseil exécutif et la Conférence générale à leurs sessions antérieures

Point 5.I : Questions relatives au programme (194 EX/5 Partie I et Add.-Add.2)

Point 5.II : Questions relatives à la gestion (194 EX/5 Partie II)

Point 5.III : Questions relatives aux ressources humaines (194 EX/5 Partie III et Add.-Add.2)

Introduction par la Directrice générale au débat plénier

8.1 **La Directrice générale in extenso :**

Monsieur le Président du Conseil exécutif, Monsieur le Président de la Conférence générale, Excellences, Mesdames et Messieurs, la Conférence générale a exprimé trois attentes fortes : affermir notre leadership, améliorer l'exécution de nos programmes, accélérer notre réforme. Le Groupe préparatoire a formulé les mêmes demandes, et je salue sa Présidente, Madame Gisèle Ossakedjombo-Ngoua Memiaghe, Ambassadrice du Gabon, pour la conduite efficace et avisée de ses travaux. L'UNESCO prend toutes les mesures pour y répondre. Le Président de la Chine, Monsieur Xi Jin Ping, lors de sa visite le 27 mars, a souligné le « rôle irremplaçable de l'UNESCO », et c'est une source d'encouragement pour nous aider à relever nos défis. Le premier de ces défis, c'est la crise en Syrie, la plus grave crise humanitaire mondiale de ces dernières décennies. Vous avez suivi la réunion d'information sur l'action que nous menons à l'intérieur de la Syrie et dans les pays voisins. Alors que le conflit entre dans sa quatrième année, le travail humanitaire doit être renforcé et complété

par une action très forte sur le moyen et le long terme, car c'est le développement de toute la région qui est aujourd'hui menacé. C'est à ce niveau que l'UNESCO est légitime et peut faire la différence, et c'est maintenant que nous devons intervenir. C'est pourquoi je me suis rendue à la deuxième conférence des pays donateurs qui s'est tenue au Koweït, et je peux témoigner de l'accueil très positif réservé à l'UNESCO et des attentes qu'elle suscite. Nous pouvons déjà compter sur le soutien de nombreux partenaires, que je tiens ici à remercier, en particulier la Commission européenne, la Bulgarie, la Finlande, le Japon, la Suède, la Suisse, la Belgique et le Gouvernement flamand, le Conseil norvégien pour les réfugiés, le Bureau de la coordination des affaires humanitaires (OCHA), le Haut-Commissariat des Nations Unies pour les réfugiés (UNHCR), le Fond des Nations Unies pour la population (FNUAP) et ONU-Femmes. Nous avons lancé l'initiative YES (*Youth Education for Stability*), centrée sur l'éducation secondaire et supérieure des jeunes, qui ont été négligés jusqu'ici et qui sont la cible des trafics et des bandes criminelles. L'avenir de la région dépend d'eux ; nous ne pouvons pas les laisser inactifs, abandonnés et sans formation. Je serai à Washington pour la réunion organisée par le Ministère britannique du développement international, l'USAID et la Banque mondiale au titre de l'initiative *No Lost Generation*, à laquelle l'UNESCO est désormais associée. Par notre plaidoyer, nous avons contribué à faire reconnaître l'importance de la protection du patrimoine au niveau du Conseil de sécurité, et j'ai lancé plusieurs appels, dont un appel conjoint avec le Secrétaire général de l'ONU, M. Ban Ki-moon, et l'Envoyé spécial de l'ONU et de la Ligue arabe, M. Brahimi, le 12 mars. Nous avons lancé au mois de mars notre programme pour la protection du patrimoine, financé par l'Union européenne, et un cycle de consultations directes mensuelles avec les autorités du pays pour avancer concrètement sur nos sujets, pour l'éducation, les médias et la culture, à l'intérieur de la Syrie. Nous avons convoqué une réunion d'experts de toutes les missions archéologiques travaillant sur place, qui aura lieu du 26 au 28 mai. Vous trouverez une présentation complète dans le document 194 EX/INF.4 de l'action que nous menons dans tous les domaines.

8.2 Mesdames et Messieurs, la Conférence générale a donné l'impulsion nécessaire à l'accélération de notre leadership dans le débat mondial sur l'éducation de qualité, pour les sciences fondamentales, sur la culture et le développement, sur le partage des savoirs, indiquant des orientations claires que nous avons suivies. En matière d'éducation, l'UNESCO a maintenu la pression en vue d'accélérer la réalisation des Objectifs du Millénaire pour le développement et de définir le programme de développement pour l'après-2015. Le *Rapport mondial de suivi de l'Éducation pour tous* a fait l'objet d'un lancement mondial à Addis-Abeba, en présence du Premier Ministre adjoint de l'Éthiopie, ainsi que de plus de 30 lancements régionaux. Il sera présenté ici, en marge du Conseil, le 14 avril prochain. Ce rapport donne le ton de l'urgence – 57 millions d'enfants non scolarisés, 100 millions de jeunes femmes incapables de lire une seule phrase – et nous avons lancé une édition spéciale sur l'éducation des filles pendant la session de la Commission de la condition de la femme, tenue en mars à New York. Nous accélérons donc les efforts dans le cadre de la « dernière ligne droite » en faveur de l'Éducation pour tous dans 13 pays africains, et appuyons en même temps les évaluations nationales de l'Éducation pour tous en vue du forum mondial qui se tiendra en 2015 en Corée. Au Pakistan, le programme du *Fonds Malala* a été lancé en février avec le Ministre de l'éducation, l'objectif étant de ramener de 10 % à 5 %

dans les deux ans les inégalités d'accès entre garçons et filles dans l'enseignement primaire. L'éducation est la pierre angulaire de l'égalité des genres. Je vois un encouragement dans la ferveur démocratique qui règne en ce moment en Afghanistan, où 300 femmes sont candidates et 35 % des électeurs sont des électrices. Tout cela nous renforce dans la conviction qu'il est essentiel de favoriser l'éducation des filles et des femmes et de soutenir le programme que nous menons en Afghanistan avec l'appui du Japon et de la Suède. Le 15 mars, l'UNESCO a organisé à Dubaï, en partenariat avec *Gems Education*, le Forum mondial de l'éducation et des compétences : 25 ministres de l'éducation étaient présents, le secteur privé s'est fortement mobilisé, et de nouveaux partenaires nous rejoignent, non dans une logique de charité mais dans le souci d'investir dans l'éducation pour l'acquisition de compétences, la formation des ressources humaines, et pour l'emploi. Nous avons lancé à Dubaï la campagne *Business backs Education*, qui s'appuie sur les Lignes directrices pour l'engagement des entreprises dans l'éducation que nous avons définies en 2013 avec l'UNICEF, le Pacte mondial des Nations Unies et l'Envoyé spécial des Nations Unies pour l'éducation mondiale.

8.3 Ceci conforte notre vision, qui consiste à miser davantage sur l'éducation, la connaissance et la créativité, et vous avez certainement suivi le discours prononcé à Davos par la Présidente de la République de Corée, Mme Park Geun-hye, en faveur de l'économie créative et de la connaissance comme source de développement durable et de renouvellement. C'est le sens de la démarche de l'Association des nations de l'Asie du Sud-Est (ASEAN), qui fait du socio-culturel un pilier de son projet de communauté unifiée pour 2015 et qui a signé avec l'UNESCO son premier accord avec une institution spécialisée depuis l'adoption en 2008 de la nouvelle Charte de l'ASEAN. C'est aussi la conclusion des débats de la Commission pour le développement numérique qui s'est réunie à Dublin le 23 mars. C'est le sens de l'appel des ministres européens de la culture qui se sont retrouvés la semaine dernière au Palais de Chaillot à l'invitation de la France pour une réunion à laquelle j'ai participé et dont le but était de lancer une stratégie européenne numérique de la culture s'appuyant sur la Convention de l'UNESCO sur la protection et la promotion de la diversité des expressions culturelles (2005). Le Président de la République française, M. François Hollande, s'est joint à cette réunion et a exprimé un message très fort en faveur de la culture comme moteur de développement et d'intégration européenne. L'agenda pour le développement durable doit être un agenda pour le « *soft power* », la formation et les compétences, et il nous reste beaucoup à faire, notamment pour intégrer la culture dans le programme de développement pour l'après-2015. Nous avons répété ce message en Afrique, lors du forum « Investir dans la culture au sein de l'Union économique et monétaire ouest-africaine (UEMOA) ». Nous le répéterons à New York, le 5 mai prochain, lors du débat thématique de l'Assemblée générale des Nations Unies, et j'appelle tous les États membres à faire en sorte que ce débat bénéficie d'une participation de très haut niveau. L'Assemblée générale a adopté en décembre dernier une troisième résolution sur la culture et le développement qui va donner lieu à des consultations nationales. Plusieurs pays ont proposé d'accueillir ces consultations, notamment le Pérou, l'Italie, l'Équateur et la Serbie, ce dont je les remercie.

8.4 Le même effort doit être mené dans le domaine des sciences, et c'est dans cet esprit que l'UNESCO a

lancé au mois de janvier à Berlin le Conseil consultatif scientifique auprès du Secrétaire général de l'ONU. Je remercie l'Allemagne d'avoir accueilli ce lancement. Le Conseil a commencé ses travaux, avec plusieurs pistes encourageantes, et va nous permettre de renforcer notre leadership dans le domaine de la science fondamentale, qui est aujourd'hui presque absente de l'agenda du développement. Le dernier rapport du Groupe d'experts intergouvernemental sur l'évolution du climat (GIEC) souligne qu'il est urgent d'agir maintenant et met en avant les conséquences du dérèglement climatique sur la santé, l'économie et la sécurité alimentaire. L'UNESCO peut apporter des réponses, renforcer les capacités, aider les populations à s'adapter et à anticiper. Je reviens de Barcelone où j'ai inauguré avec le Ministre de l'intérieur de l'Espagne le premier centre de catégorie 2 de l'UNESCO sur la biodiversité, qui va coordonner l'ensemble des réserves de biosphère de Méditerranée. C'est aussi un exemple innovant de partenariat public/privé, et je remercie le Gouvernement espagnol, l'Ambassadeur Juan Manuel de Barandica et la Fondation Albertis. Nous avançons dans le déploiement de notre outil de prévision des sécheresses en Afrique lancé avec l'Université de Princeton, qui a déjà été installé au Niger et au Kenya et qui le sera bientôt, j'espère, en Afrique du Sud, en Namibie, et ailleurs. La nouvelle sous-commission de la COI pour l'Afrique et les États insulaires voisins a commencé ses travaux. L'UNESCO vient de mener un exercice grandeur nature de simulation d'un tsunami dans les Caraïbes, avec une participation record puisque plus de 36 pays et territoires ont été mobilisés. Je saisis cette occasion pour exprimer mes condoléances au peuple et au Gouvernement des Îles Salomon, victimes de terribles inondations, ainsi qu'au peuple et au Gouvernement du Chili suite au tremblement de terre et au tsunami qui viennent de se produire et qui montrent l'importance – et parfois aussi l'efficacité, même relative – des systèmes d'alerte. Le nouveau système de prévention des inondations mis en place au Pakistan avec l'UNESCO et l'ICHARM du Japon est maintenant opérationnel, après trois longues années de travail. Il s'agit d'une avancée importante.

8.5 C'est ce que doit être l'UNESCO : une idée en action. Les idées, nous les présentons dans des forums tels que la semaine de l'apprentissage nomade, qui a réuni en février plus de 300 experts mondiaux des nouvelles technologies, et nous les appliquons sur le terrain, comme au Pakistan avec Nokia ou encore Mobilink, avec qui nous avons reçu l'an dernier le prix de la meilleure application mobile éducative mondiale. L'idée en action, c'est le lancement à Berlin, au Salon international du tourisme, de la campagne contre les trafics, y compris les biens culturels, avec l'Organisation mondiale du tourisme et l'Office des Nations Unies contre la drogue et le crime. L'idée en action, c'est la promesse faite au peuple malien de reconstruire les mausolées. Un an après la libération de Tombouctou, ce travail a démarré, et je remercie la Suisse de sa récente contribution d'un million d'euros. Je salue aussi l'initiative lancée conjointement par l'Union africaine et l'UNESCO, en marge du sommet de janvier de l'Union africaine, pour lever des financements pour le patrimoine, car les besoins en ce qui concerne la mise en œuvre des conventions sont immenses. En Égypte, nos efforts pour réhabiliter le Musée d'art islamique du Caire portent leurs fruits. J'avais envoyé une mission sur place dès janvier et l'Italie est prête à financer les travaux. Nous venons également de signer, le 4 avril, avec le Ministre de l'éducation de l'Égypte, M. Mahmoud Aboul-Nasr, un accord pour la création à Sirs El-Layyan d'un centre d'éducation pour

adultes. Notre programme de mise en réseau des organisations de la jeunesse en Méditerranée (NET-Med), financé par l'Union européenne, a été lancé officiellement en février. Les jeunes sont une priorité naturelle des programmes de l'UNESCO, et c'est dans cet esprit que j'ai participé, avec Son Altesse le Prince Faisal bin Abdullah Al Saud, à l'ouverture de la Conférence internationale de la jeunesse sur le bénévolat et le dialogue qui s'est tenue à Djeddah (Arabie saoudite) le 3 décembre dernier. Les jeunes sont les premiers concernés par notre nouvel Institut Mahatma Gandhi d'éducation pour la paix et le développement durable, qui vient de réunir son premier comité directeur. Les jeunes sont au cœur de notre travail de préparation de la troisième Conférence internationale sur les petits États insulaires en développement (« Barbade + 20 »), qui aura lieu à Apia du 1^{er} au 4 septembre 2014 et à propos de laquelle nous avons tenu une réunion d'information détaillée la semaine dernière. L'UNESCO a mené un processus de consultation interinstitutions en août dernier pour que les opinions des jeunes soient intégrées dans le document interrégional de la Barbade. Nous avons pu inscrire la jeunesse comme l'un des quatre piliers de la Conférence de Samoa, avec le genre, la santé et l'environnement, où l'UNESCO est très impliquée. Ce travail renforce notre préparation à la Conférence sur l'éducation au développement durable qui se tiendra cette année à Aichi-Nagoya, et je remercie le Gouvernement japonais à cet égard.

8.6 L'UNESCO met en œuvre ses idées et nous avons prouvé ces derniers mois que nous sommes l'agence des idées nouvelles. Nous avons lancé la réflexion internationale sur la citoyenneté mondiale, avec le forum de Bangkok tenu au mois de décembre. Nous avons organisé au même moment le tout premier Forum mondial sur les médias et l'égalité des genres, également à Bangkok. Nous avons lancé la nouvelle Alliance mondiale sur les médias et l'égalité des genres, avec plus de 300 médias, journalistes, et acteurs de la société civile. Le Plan d'action des Nations Unies sur la sécurité des journalistes, lancé à l'initiative de l'UNESCO, est entré dans sa phase opérationnelle, avec le soutien de l'Assemblée générale des Nations Unies et du Conseil des droits de l'homme. Les rapports de l'UNESCO défrichent de nouveaux territoires : c'est le cas par exemple du Rapport sur les tendances mondiales concernant la liberté d'expression et le développement des médias, que j'ai lancé à Stockholm, et du Rapport mondial sur l'eau, lancé à Tokyo, qui porte sur une problématique d'avenir, à savoir le lien entre l'eau et l'énergie. Je voudrais proposer que le Conseil exécutif ait davantage de discussions de fond sur le contenu de ces documents, car c'est d'abord la substance et la mise en œuvre des programmes qui doivent guider notre vision de la réforme et nous permettre d'identifier, dans un contexte de ressources limitées, les effets de levier et les domaines où nous pouvons obtenir les résultats les plus probants et les plus visibles.

(La Directrice générale poursuit en anglais)

8.7 Excellencies, all this shows an Organization on the move, sharpening its focus, acting where needs are acute. Education, the sciences, culture, communication and information – these are key forces for the positive transformation of societies, for lasting peace. The world needs UNESCO more than ever today, and we are responding to this demand. We start this biennium with clear purpose, embodied in the Medium-Term Strategy and the Programme and Budget. This reflects a determination to focus and to enhance delivery. This embodies a commitment to Global Priority Africa, to Global Priority Gender Equality. We are taking forward the

Operational Strategy for Priority Africa, working with and for African States, the African Union and regional communities. I have launched the Priority Gender Equality Action Plan for 2014-2021 – through training and capacity-building, through deeper mainstreaming in all programmatic activity, to enhance our impact, for stronger results.

8.8 We ended 2013 without a cashflow deficit and with the Working Capital Fund fully restored. We achieved this, because we reduced expenditure for the last biennium by \$145 million, or 22%, compared with document 36 C/5, and because I drew on the Special Emergency Multi-Donor Fund to cover the remaining deficit of \$42 million, inherited from 2011. This carried a price for the major programmes, which incurred 60% or \$87 million of the reduction. We undertook deep cost reduction and efficiency measures including – a 20% reduction in corporate service costs, a voluntary mutual separation programme and recruitment freeze, and reductions in activity budgets by 36%. At the same time, voluntary contributions increased from \$283 million in 2010 to \$362 million in 2013 – we received over \$12 million in donations, and in-kind contributions reached \$65 million. I am deeply grateful for this support.

8.9 Looking forward, despite the \$8.1 million funding gap in the expenditure plan approved by the General Conference, between the savings anticipated on vacant posts and the balance of the Emergency Fund, there are funds to finance the majority of transition costs for this biennium. Let me report more specifically on where we stand. Last July, at the request of the Executive Board, I started to prepare an indicative staff restructuring plan based on the \$507 million ceiling. I maintained the freeze on vacant posts until the end of 2013, with the exception of a limited number that were considered mission critical. I launched a second voluntary mutual separation programme on 9 September 2013 – 74 staff members accepted the offer. As suggested by the staff associations, a flexible work/leave arrangement was issued – 15 staff members applied, of which 14 were accepted, in the interests of the Organization.

8.10 After the General Conference, I asked managers to submit detailed restructuring proposals for changes in the organizational design of structures and staffing, including proposals for the abolition of occupied posts. These proposals were reviewed by the Bureau for Strategic Planning (BSP), the Bureau of Financial Management (BFM) and the Bureau of Human Resources Management (HRM), to ensure that they were aligned with priorities and approved allocations of the expenditure plan, that structures were coherent, that human resources were strategically allocated and posts were classified and grade levels aligned with the International Civil Service Commission (ICSC) classification standard. The list of occupied posts proposed for abolition was presented to the staff associations for comments -- general and specific comments were received and analysed with managers to ensure that a full analysis was presented for my decision. A third voluntary mutually-agreed separation initiative was launched in March 2014, which 12 staff members have accepted – overall, 131 staff members have been separated on this basis since late 2011, providing manoeuvrability during the staffing review process.

8.11 For information, today, tentative proposals regarding abolitions stand at around 147 occupied posts, while the number of vacant posts is around 250. Once I have made a decision on which posts are to be abolished, individual staff members will receive a memorandum from

HRM informing them of the abolition of their post, offering the choice between an agreed separation or being considered within the redeployment review, to be undertaken within 4 months. The letters are planned to be issued soon, and the Redeployment Group will convene after this session of the Executive Board, chaired by the Deputy Director-General, composed of the Assistant Director-Generals, the Director of HRM and the Presidents of the staff associations. The Redeployment Group will make recommendations for my consideration, following the Staff Regulations and Staff Rules, reviewing the requirements of vacant posts against affected staff opting for redeployment – matching qualifications and experience, performance, integrity and length of service.

8.12 Let me be clear – redeployment is not a mathematical exercise. Not all staff will meet the skills profile required of vacant posts nor are all affected local staff situated in locations where posts are available. Throughout this process, transparency, dialogue and the applicable rules and regulations will guide us through to its conclusion. All this involves difficult decisions. The months ahead will have great impact, especially for staff. I count on the Redeployment Group to make recommendations that will preserve expertise while ensuring vacant posts are filled. However, not all affected staff will find posts and match the qualifications required – so, over the next months, we will undoubtedly have to separate some staff. I wish to take this opportunity to express my deep appreciation to all staff for their dedication to UNESCO and hard work during these uncertain and challenging times.

8.13 On the one hand, UNESCO is reorganizing itself to become more effective and efficient, allocating resources where Member States have indicated priority should be focused – this is important for medium- and long-term planning. On the other hand, change of this magnitude requires a shift in operational process, delegation of authority, functional focus, and organizational culture, which can have a deep impact on all involved. This is all part of the work I started two years ago, and I see several strategic lessons for moving ahead. First, we must remain firmly mobilized – we have achieved a lot, but we are not there yet. Strict financial responsibility must remain our byword. Second, we must continue to strengthen planning, to focus action where it counts most, through enhanced reporting, a stronger learning cycle. Third, the effective management of extrabudgetary funds is vital, and this is why we are addressing barriers to fund-raising and project implementation. We must continue this reform, to build an Organization fit for purpose.

8.14 I am determined to continue streamlining and reducing costs – this has guided changes to the Bureau for Management of Support Services, to the management of the Communication and Information programme by the Deputy Director-General and the review of Executive and Administrative Offices. Reform is under way across the board – including, for instance, strengthened cooperation with the National Commissions, witnessed in the first annual report, and the streamlined *Publication and Distribution Plan 2014-2015*. The same drive inspired changes I made to enhance the delegation of authority and revise reporting lines (DG/Note/14/3). This follows the vision of the independent external evaluation of UNESCO (IEE), to position UNESCO closer to needs, resources and partners.

8.15 The field network in Africa is now largely functional -- we have now clear reporting lines, a clear accountability and coordination framework, clear roles and

authorities. This includes the Africa Department, which plays a strategic role in providing overall coherence.

8.16 At the General Conference, Member States defined a clear vision – our task now, and my firm determination, is to work, to deepen our impact and respond to needs. This starts with major initiatives UNESCO is leading – the Thematic Debate on Culture and Sustainable Development at the United Nations General Assembly on 5 May, the Global Education for All Meeting in Oman this May, the Third International Conference on Small Island Developing States (SIDS) in Samoa on 1-4 September, and the Conference on The Role of ICTs to Access Information and Knowledge for Persons with Disabilities, in New Delhi, India on 24-27 November. This includes UNESCO's deepening engagement in the United Nations system – in this respect, I am pleased UNESCO has joined the rule of law coordination mechanism, and I will participate in the retreat next month, organized by the Deputy Secretary-General. We are bringing the same determination to implementing the resolutions of the General Conference – regarding, for instance, work on documentary heritage and the comprehensive study of internet-related issues within the UNESCO mandate.

8.17 UNESCO is working flat out to shape the new development agenda that will follow 2015. In document 194 EX/14, you will find full information on our contribution – let me take this opportunity to highlight objectives. The 2000 Millennium Declaration set forth a humanist vision of a more just and prosperous world, which took shape in the Millennium Development Goals (MDGs). There has been remarkable progress, but it has been insufficient and uneven. Our tasks now are clear – we must focus where needs are greatest, we must help countries accelerate towards 2015, and we must shape a new agenda to follow. The post-2015 processes are moving quickly, and a second round of national consultations is envisaged by the United Nations Development Group (UNDG) on six themes – UNESCO, with United Nations Development Programme (UNDP) and United Nations Population Fund (UNFPA), will co-lead the consultation on culture and development. We have contributed extensively to the Open Working Group on Sustainable Development Goals – through issues briefs, through side events, through support to Member States in drafting resolutions for the United Nations General Assembly. This process is now entering a critical phase. Our position is clear.

8.18 The post-2015 education agenda should be balanced and holistic, and take a lifelong learning approach, framed by an overarching goal, translated into measurable targets and indicators. Education should also be integrated throughout the agenda, to catalyse greater synergies.

8.19 Science, technology and innovation were largely absent from the Millennium Development Goals (MDGs) – this should be rectified. Water is essential to sustainable development and peace – we must go beyond the water-related MDG target towards a comprehensive stand-alone goal. The post-2015 agenda should seek to restore the ocean ecosystem, to build resilient coastal communities and to facilitate scientific cooperation. Biodiversity is crucial – UNESCO's experience through Biosphere Reserves and World Heritage can help shape sustainable development pathways. These are challenging times for many societies – UNESCO is working for inclusive development, for engaging youth as agents of transformative change, through stronger linkages between social science research and development efforts.

8.20 Culture was absent from the MDG agenda – I am committed to ensuring recognition of the power of culture as a driver and enabler of social inclusion, of poverty alleviation and eradication, of sustainable development. The post-2015 agenda should also recognize freedom of expression and media development, including with new information and communication technologies, as human rights, as forces for the rule of law and good governance, for greater social inclusion.

8.21 Gender equality is essential. The future agenda should set a stand-alone goal on gender equality, while acknowledging its power across all sustainable development goals – there must be a consensus on this breakthrough strategy for poverty eradication, for development and for peace.

8.22 This is UNESCO's vision for a new global sustainable agenda, which we are highlighting in all channels – including the forthcoming Economic and Social Council (ECOSOC) Annual Ministerial Review. Shaping the post-2015 agenda is a complex process, where nothing can be taken for granted – we must make our message in every instance, through every track. For this, UNESCO needs your support. We have clear positions on education, the sciences, culture, communication – we need Member States to carry them forward through this intergovernmental process. I appeal to you, to your governments, to embrace UNESCO's messages not just in Paris, but in New York, in every instance where the post-2015 development agenda is being shaped.

8.23 On this basis, I believe we can set a new agenda for human dignity and development in the 21st century. Because I firmly believe that lasting defences of peace can only be built in the minds of women and men. In the minds of girls and boys. On the benches of schools. Drawing on shared cultural heritage, on the power of cultural diversity. Through scientific cooperation and innovation. Through flourishing freedom of expression. These are drivers of the innovation every society needs today. They are the basis for solidarity and inclusion.

8.24 This is the message we will celebrate on the 70th anniversary of the creation of UNESCO – during 2015, a milestone year for global sustainable development. For this, we will mobilize every member of the UNESCO family – starting with National Commissions and including the UNESCO Centres, Clubs, ASP schools, Chairs, Goodwill Ambassadors, the *Creative Cities Network*, the *Cities against Racism* network, our partners in the private sector, in the non-governmental sector, in the media. I am determined to make the most of this anniversary to raise high the flag for UNESCO, for the values we share and the objectives we pursue. I have already created an Organizing Committee, to map out planned initiatives and to shape an initial package of ideas. This work is under way, and I can testify to the enthusiasm that exists already in civil society, in private sector, across the world. I look forward to discussing this with all Member States, and I take this opportunity to appeal to you for your support and engagement, to which I know you are deeply committed, Mr Chair.

8.25 This anniversary is a moment to celebrate – it is a moment to renew with the values we share – it is a moment to look forward with new purpose. The world has changed since 1945, but the message of our Constitution has never been more relevant. Above all, the 70th anniversary of this Organization will provide an opportunity to craft a new solidarity for new times, on the basis of dignity, equality and mutual respect, and I am ready to work closely with you, Mr Chair, Mr President, and with all

Member States, to make this a moment of strength. In a world changing quickly, in times of uncertainty, this message has not aged a day.

9. **The Chair** thanked the Director-General for her introduction and assured her of his support for her efforts.

Rapport oral de la Présidente du Groupe préparatoire (194 EX/PG/Recommandations)

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

Excellences, Monsieur le Président de la Conférence générale, Monsieur le Président du Conseil exécutif, Madame la Directrice générale, Mesdames et Messieurs les ministres, Mesdames et Messieurs les ambassadeurs représentants permanents, chers collègues, Mesdames et Messieurs, permettez-moi tout d'abord de remercier la Directrice générale pour les félicitations qu'elle a bien voulu m'adresser et, à travers moi, à mon pays, le Gabon. Monsieur le Président du Conseil, j'ai l'honneur de vous présenter un rapport oral exhaustif des travaux du Groupe préparatoire du Conseil exécutif, qui s'est réuni les 17, 18 et 19 mars en salle X. Il est difficile de rendre compte en dix minutes de trois jours de travaux, mais je vais me plier à cet exercice. Sachez tout d'abord qu'un fascicule de ce rapport contenant le détail des débats est à votre disposition à la sortie de la salle. Par ailleurs, le document daté du 1^{er} avril 2014 contenant le rapport sur tous les travaux du Groupe préparatoire est disponible sous la cote 194 EX/PG.INF, en version française et anglaise, de même que les recommandations du Groupe préparatoire, qui sont contenues dans le document 194 EX/PG/Recommandations daté du 24 mars 2014.

10.2 Nos travaux portaient sur les points **4.I, 4.II, 4.III, 4.IV, 22, 18, 15, 6** et **14** de l'ordre du jour du Conseil.

10.3 Avant de passer à l'examen proprement dit de ces points, permettez-moi de relever qu'outre les 18 États membres du Groupe préparatoire, une cinquantaine de délégations d'États non membres du Groupe ont coopéré et participé très activement aux travaux de notre Groupe, ce qui témoigne de l'intérêt et de l'importance que ces États accordent à la structure devenue permanente du Groupe préparatoire. C'est aujourd'hui la seule structure à composition non limitée entre le Conseil exécutif et la Conférence générale au sein de laquelle les États membres et les États non membres du Groupe et du Conseil peuvent donner leur avis et échanger avec les présidents des Commissions PX et FA, avec les membres du Secrétariat, avec le Bureau du Groupe préparatoire, et aussi entre eux-mêmes, sur des thèmes touchant à la vie de notre Organisation inscrits à l'ordre du jour du Conseil.

10.4 Au titre point **4.I** « Exécution du Programme et budget et résultats obtenus au cours de l'exercice biennal précédent (2012-2013) », il est rendu compte de l'évaluation et de la mise en œuvre des programmes de l'UNESCO pour l'exercice biennal 2012-2013. Globalement, l'ensemble des grands programmes et des programmes intersectoriels ont été mis en œuvre à un niveau répondant aux attentes. L'intégralité des programmes menés entre 2012 et 2013 dans le domaine de l'éducation ont répondu aux attentes et aux objectifs assignés. Tous les États membres ont rappelé l'importance du Secteur de l'éducation et le rôle de chef de file de l'UNESCO. Un État membre a souligné qu'il importait d'intégrer les nouvelles technologies dans ce domaine. En ce qui concerne le grand programme II – Sciences exactes et naturelles, 3 résultats escomptés sur

26 sont en deçà des attentes des États membres. Le résultat escompté 8 relatif aux problématiques de développement durable dépasse largement les objectifs. Le grand programme III – Sciences sociales et humaines a subi une coupe budgétaire de 31 %. Deux résultats escomptés sur six ne répondent que partiellement aux attentes. Le grand programme IV – Culture, malgré d'importantes coupes budgétaires, a su s'acquitter de ses obligations statutaires grâce au soutien de ressources extrabudgétaires : 4 résultats escomptés sur 23 dépassent les attentes. Le grand programme V – Communication et information a réussi à mettre en œuvre ses activités et à atteindre ses objectifs dans un contexte de réduction drastique des moyens financiers et humains. Cette performance est liée en particulier aux différents partenariats établis avec le secteur privé. Dans l'ensemble, les États membres ont apprécié le document soumis mais souhaité un rapport plus analytique. Le Groupe préparatoire recommande donc au Conseil de définir les objectifs visés et les ressources y afférentes ; d'indiquer les résultats atteints, les défis qui se posent et les enseignements à tirer ; d'édicter les règles sur lesquelles le Conseil exécutif, dans sa fonction de supervision, peut s'appuyer ; de présenter des méthodes, des critères et des indicateurs d'auto-évaluation fiables et clairement définis ; d'associer les États membres aux évaluations d'impact, étant donné qu'ils en sont les principaux bénéficiaires ; d'assurer l'homogénéité, la cohérence et le contrôle de la qualité de tous les documents ayant un lien avec le rapport ; d'établir des liens montrant clairement la cohérence entre les objectifs stratégiques fixés et les activités sur le terrain ; de donner des explications fiables concernant la gouvernance et la mise en œuvre des activités, surtout pour celles qui relèvent des fonds extrabudgétaires ; d'assurer une plus grande transparence en ce qui concerne les moyens disponibles au Siège et hors Siège ; de comprendre comment se traduit sur le terrain l'évaluation de l'impact et du rôle des bénéficiaires ; et d'examiner les conclusions d'IOS relatives aux instituts de catégories 1 et 2.

10.5 En ce qui concerne le point 4.II « Situation budgétaire de l'Organisation », les États membres ont examiné la situation financière de l'UNESCO et insisté en particulier sur les efforts déployés par la Directrice générale pour faire face aux contraintes budgétaires suite au non-paiement de leurs cotisations par certains États membres, à savoir notamment une réduction des coûts d'un montant de 146 millions de dollars, la levée de ressources extrabudgétaires supplémentaires, dont 72 millions de dollars au titre du Fonds d'urgence, et la réorganisation de l'utilisation des ressources humaines pour maîtriser les dépenses sur cette période.

10.6 En ce qui concerne le point 4.III « Suivi de l'Évaluation externe indépendante de l'UNESCO », cinq orientations ont été préconisées par l'évaluation : recentrer l'action de l'UNESCO ; rapprocher l'UNESCO des réalités du terrain ; renforcer la participation au sein du système des Nations Unies ; renforcer la gouvernance ; et élaborer une stratégie de partenariat. S'agissant de la feuille de route, le Secrétariat de l'Organisation s'est assigné 18 objectifs à atteindre pour faire face aux défis auxquels l'UNESCO est confrontée. En réponse aux différentes interrogations des États membres concernant le déménagement des personnels du bâtiment Bonvin vers la place de Fontenoy, la situation du bâtiment Bonvin, le financement dudit déménagement et la gestion des bureaux et espaces libres, il a été indiqué que tous ces éléments relevaient du Comité du Siège, qui se réunirait le 17 avril 2014.

10.7 La réforme du dispositif hors Siège progresse en Afrique, et les États membres demandent des éclaircissements sur les structures hiérarchiques et les principes régissant les délégations de pouvoir dans les bureaux hors Siège. S'agissant des deux priorités Afrique et Égalité des genres, les États membres ont marqué leur satisfaction sur ces deux points, qui devraient être intégrés dans tous les secteurs de programme et faire partie intégrante de la conception et de l'exécution de leurs programmes respectifs. En ce qui concerne la priorité Afrique, les États membres ont rappelé qu'une délégation comprenant des représentants du groupe Afrique de l'UNESCO et de l'Union européenne s'était rendue à Addis-Abeba dans le cadre d'une initiative conjointe qui vise à donner une nouvelle impulsion au domaine de l'éducation et qui devait être présentée, avec la nouvelle Stratégie à moyen terme adoptée par la Conférence générale, au Sommet de Bruxelles tenu la semaine dernière. Les États membres ont souligné l'importance particulière de l'enseignement technique et professionnel. En ce qui concerne les plates-formes intersectorielles et les services centraux, des questions importantes ont été soulevées : le nouveau plan de cessation de service et le calendrier de restructuration, le nombre de postes à supprimer, la transparence dans l'exécution de ces nouveaux plans, les chiffres relatifs aux licenciements et à l'impact des fraudes, et les suites des procédures judiciaires en termes de pertes et de gains. Les États membres ont considéré que les organes directeurs devaient être informés des actions conduites par l'Office des normes internationales et des affaires juridiques, et souhaité connaître l'impact des réductions de personnel sur les domaines de compétence de l'Organisation. Considérant qu'une certaine transparence est un gage d'efficacité, ils souhaitent également que l'Office mette à leur disposition une compilation des affaires et avis juridiques importants.

10.8 En ce qui concerne le point 22 « Service d'évaluation et d'audit (IOS) : Rapport annuel 2013 », les États membres apprécient le rapport du Comité consultatif de surveillance mais relèvent des incohérences entre les conclusions du document 194 EX/4 Partie I et celles des audits internes. S'agissant du point 15 « Évaluation de l'association de l'UNESCO à la célébration d'anniversaires », les États membres jugent le programme coûteux et constatent une représentativité inéquitable, notamment en ce qui concerne l'Afrique, les États arabes et les femmes. Au sujet du point 18 « Stratégie à moyen terme pour 2014-2021 », les États membres font part de leur satisfaction générale quant à la version révisée du 37 C/4 et l'idée de publier un corrigendum au document 194 EX/18. Le renforcement des partenariats, notamment avec la société civile et les instituts de recherche, est considéré comme un moyen efficace pour mobiliser des ressources extrabudgétaires et l'ADG/BSP a souligné la nécessité d'élaborer une stratégie globale en matière de partenariats basée sur la confiance. En ce qui concerne le point 6 « L'éducation au-delà de 2015 », trois éléments principaux ont été développés par l'ADG/ED : l'objectif primordial pour l'éducation au-delà de 2015 ; l'affinement des cibles proposées ; et la coordination et la coopération avec divers partenaires tout au long des différents processus. Les États membres se sont déclarés satisfaits du document 194 EX/6. Ils ont indiqué qu'il fallait préciser le rôle et l'impact qu'aurait l'approbation d'un objectif primordial par le Conseil exécutif et ont souhaité une réduction du nombre des comités et autres organes de coordination. Le Groupe préparatoire recommande au Conseil de se prononcer sur le document d'orientation proposé par l'UNESCO. Pour ce qui est de la participation

de l'UNESCO aux préparatifs d'un agenda pour le développement post-2015 (point 14), les États membres relèvent que le document 194 EX/14 ne présente pas le point de vue de l'UNESCO sur les objectifs de développement durable non relatifs à l'éducation. Ils recommandent d'élaborer un document exposant la position et l'implication de l'UNESCO dans ce processus pour chaque programme. Enfin, l'importance de la prise en compte de la thématique « Culture et développement » a été soulignée.

10.9 En conclusion, Monsieur le Président, je me félicite de la qualité des échanges et des débats qui ont eu lieu entre les États membres eux-mêmes, et entre ceux-ci et le Secrétariat, sur toutes les problématiques relatives à la vie de notre Organisation. Je tiens à remercier tous les États membres qui ont pris une part active aux débats et j'adresse également mes remerciements à Madame Liefke Reitsma, Vice-Présidente du groupe et déléguée permanente adjointe du Royaume des Pays-Bas, à l'ensemble du Bureau du Groupe préparatoire, à Messieurs Sudders et Muñoz Ledo, respectivement présidents des Commissions FA et PX, à tous les ADG et représentants des services, aux membres du Secrétariat, aux membres de la délégation et de la représentation permanentes du Gabon auprès de l'UNESCO et de l'OIF, aux interprètes et à tous les techniciens pour leur disponibilité et leur dévouement dans l'accomplissement de leurs tâches quotidiennes.

10.10 En conséquence de ce qui précède, et compte tenu de la situation difficile que traverse notre Maison commune UNESCO et des attentes multiples et plurielles des populations de toutes les parties du monde à son égard, le Groupe préparatoire adresse au Conseil exécutif les suggestions suivantes. Premièrement, toutes les questions liées au départ volontaire, au redéploiement du personnel et aux réformes que les États membres soutiennent et ont décidé de mettre en place devraient pouvoir être traitées en toute transparence. Nous prenons note ici de toutes les informations que la Directrice générale a bien voulu nous apporter tout à l'heure au cours de son intervention. Deuxièmement, les États membres devraient consentir un engagement plus fort et concret, au regard des mutations qui interviennent dans le monde. En effet, le Secrétariat ne peut pas prendre de décision sans l'avis préalable des États membres, et une carence à cet égard entraînerait un vide dans le processus décisionnel de l'Organisation. Il est donc nécessaire de recentrer la répartition des rôles, des tâches et des responsabilités de chacun pour une nouvelle marche consensuelle dans la gouvernance de l'Organisation. Troisièmement, des dispositions claires devraient être prises en ce qui concerne l'établissement de la chaîne de responsabilités, l'obligation redditionnelle et les délégations d'autorité, d'où la nécessité d'établir des objectifs de transparence et de bonne gouvernance, pour une meilleure visibilité de l'UNESCO sur le terrain.

10.11 Madame la Directrice générale, Monsieur le Président de la Conférence générale, Monsieur le Président du Conseil exécutif, Mesdames et Messieurs les ministres, chers collègues Ambassadeurs, telle est la teneur du message que je souhaitais vous adresser. Il m'a fallu synthétiser pour m'en tenir aux dix minutes qui m'étaient imparties. Je souhaite encore une fois rappeler que le détail des débats se trouve contenu dans ce petit fascicule qui est mis à votre disposition, en complément bien sûr de tous les documents de l'UNESCO qui ont été mis en ligne.

11. **The Chair** asked for the cooperation of Members in concluding the meeting by 6.30 p.m. if possible, in time for the start of the ceremony of commemoration forming part of the International Day of Reflection on the 1994 Genocide in Rwanda.

Plenary debate

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

Mr Chair, Madam Director-General, Mr President of the General Conference, this month my government, my taxpayers, finally became the first member of the G7 to reach the United Nations target for the volume of development aid. This has been achieved against the background of the worst economic crisis for at least a generation. That speaks volumes about the commitment of our people to play their part in helping others, and never to balance our own books on the backs of the poorest and those most in need.

12.2 For the first time in many years, we have decided to make substantial extrabudgetary contributions to UNESCO. These contributions will support the UNESCO Institute for Statistics (UIS) and the *EFA Global Monitoring Report*. Approximately \$1 million per year for each is a sign that we are prepared to back successful and necessary work. It is a sign that we believe UNESCO is on the right track. We cannot rest on our laurels. We are entering a crucial phase in negotiating the Sustainable Development Goals (SDGs), which will set the agenda for a generation. UNESCO is already at a big disadvantage simply by being out of New York and away from the main business and negotiation. This means our advocacy must be better, our case must be stronger, our evidence must be more compelling and our message must be clearer than any other agency.

12.3 When you look at the report of the United Nations Secretary-General's High Level Panel of Eminent Persons on the Post-2015 Development Agenda, what we do is absolutely central to what is recommended. This was one of the first agencies to understand that education needed to be fully inclusive. We got the message about gender, but what about other reasons for exclusion and discrimination? As a European Union member, we have a commitment to fight discrimination on grounds of age, race, ethnicity, religion, sex and sexual orientation. We are committed to fighting against discrimination also on the grounds of disability. We will fight against discrimination here too. As we move towards a world where universal access to education becomes possible, it is a sad truth that future exclusion is just as likely to be based upon some kind of discrimination. But universal goals mean everyone, everywhere. Maybe our discussions will become more difficult, maybe the actions will become harder, but we will not give up. We should always remember that discrimination is taught, not born.

12.4 The High-Level Panel report stresses the need to build open, effective, accountable and transparent institutions. We can play our part there, and the work in communications we do will be central to that. I have heard it said that our job on freedom of expression is done with the advent of social media. Social media did not finish the job, they made it bigger. And as we talk about accountable and transparent institutions, we can also set an example in our own house. Why are we still waiting for a formal disclosure policy, one that would establish our population's right to know what UNESCO does? When will we publish clear, comparable programme expenditure data?

12.5 This links to my next theme, reform. Some people think it is done. Far from it, many challenges still remain. Our field structure is bigger and more complex than we need. We have got empty buildings in the heart of one of the most expensive cities in the world and no clear plan yet on what to do with them. These are symptoms of a historic mindset which some in my country would call a “champagne lifestyle with a lemonade budget”. Every cent we spend on something we can live without is a cent which does not go to the programmes, the conventions, and the priorities. Last year the Board came together and prioritized the programme spending; is it time for us to do the same on the non-programme spending? And let me make it very, very clear: some bits of administration and bureaucracy are going to have to stop in future. If and when resources grow at UNESCO, it can only be the programmes that benefit. Too often, sitting in the UNESCO Board is rather an unsatisfactory experience for all concerned. We demand huge volumes of paper from the Secretariat which are barely used and sometimes unfit for purpose. A good example is the EX/4 document. What message do I draw from that current report? It says we achieved, or over-achieved everything we set out to do, despite missing \$140 million. Does that mean we were under-ambitious when we set the goals? Does it mean that in future we can always manage with just \$507 million, or does it mean we just cannot trust the self-reporting? At this Board, we have an opportunity to come together and revolutionize the EX/4 to make it the tool we really need. Let us not pass up that chance.

12.6 There is a great danger, too, that we are complacent about the UNESCO name. Every time we give it to a new institution, a new programme, or a new individual or Goodwill Ambassador, we can celebrate their contribution, but we are also bound into everything they do and say. It is clear that the decisions we adopted at the 191st session on honorary appointments are not being followed, and that as a result we are devaluing the honour of the UNESCO name. Let me be absolutely clear, the people who pay our wages do not differentiate between what is done in a UNESCO capacity and otherwise. It would be foolish to overuse the power of patronage, because eventually it would be no power at all.

12.7 And that brings me to my final point. Isn't it time we took governance more seriously? When the Member States work through, in great detail and thought, the decisions we take, the result is not an à la carte menu to choose what we like and what we don't. Together we need to come forward and articulate a vision, to fight against complacency and make a difference, at, with and through UNESCO.

13.1 **Mr Chowdhury** (Bangladesh) *in extenso*:

Mr Chairperson, President of the General Conference, Madam Director-General, distinguished representatives and delegates, Excellencies, ladies and gentlemen, it is my pleasure and honour to address the Executive Board at its 194th session as the representative of Bangladesh. First of all, I would like to congratulate H. E. Mr. Mohamed Sameh Amr for being elected as Chairperson of the Executive Board. I have every confidence that his able leadership will steer this session to a fruitful end. I take this opportunity to express my heartfelt congratulations to Madam Irina Bokova for being elected as the Director-General of UNESCO for the second term.

13.2 Mr Chair, I would like to thank the Director-General and her able team for providing us with a comprehensive and analytical account of programme

implementation under item 4 in terms of the main results achieved during the 2012-2013 biennium. My delegation appreciates the series of measures undertaken that includes rationalizing the use of limited resources, reducing administrative and other costs, mobilizing extrabudgetary resources and the reform initiatives taken by the Director-General in the past 24 months. As a result, we believe, despite the very challenging financial context, UNESCO was able to discharge almost the entire range of its functions and to assert its leadership in core programme areas.

13.3 We also note that UNESCO has been able to contribute to the debate on the role of education in the post-2015 development agenda. And we do believe that achieving the education for all (EFA) goals by 2015 should still remain a high priority of the Organization, as they guided UNESCO's work throughout the biennium. We also believe that the establishment of a reformed EFA coordination structure which provides different platforms for stakeholders to discuss the progress towards EFA will bring the expected results. Here I take this opportunity to inform the Board that Bangladesh is one of the Member States that has benefited from UNESCO's advocacy and technical support to lead the preparation of EFA national reviews and assess achievements and experiences since 2000. The review will identify emerging issues and challenges, draw salient lessons and identify prospects for education in the future. Bangladesh has achieved remarkable progress in girls' education, as we have achieved gender parity at primary (girls 50.2%) and secondary (girls 53.28%) levels. I am pleased to state that this spectacular advancement has been possible due to the strong patronage and direct supervision of the Honourable Prime Minister of Bangladesh, Her Excellency Sheikh Hasina. I am also happy to mention that Bangladesh and UNESCO will jointly organize an event to highlight Bangladesh's success in girls' education as a Champion Country of the United Nations Secretary-General's Global Education First Initiative (GEFI) to mark International Literacy Day on 8 September 2014 in Dhaka.

13.4 To create educational opportunities for all and to reduce dropout rates, we have distributed 1,023 billion copies of textbooks free of cost in the last five years. In 2014 alone, over 300 million copies of textbooks were distributed among 37.4 million students from grade one to grade ten. To introduce ICT in education, the government has established multimedia classrooms in 23,300 schools, colleges and *madrassas*. To safeguard the languages and culture of small ethnic communities, we have introduced education in their own mother languages at the primary level.

13.5 In spite of tremendous scientific development and innovation, developing countries are yet to benefit from the outcomes of scientific knowledge. UNESCO should emphasize science education in those countries so that scientific knowledge can be translated into enhanced capacity for sustainable development. We should not lose focus on the essential role of culture in development. We encourage the Director-General to continue her efforts to promote the link between culture and development so this is adequately reflected in the post-2015 development agenda.

13.6 In the 21st century, when the human civilization has achieved so much in terms of economic and social development, some of our gains are being threatened by climate change, natural disasters, and man-made crises, including war and conflicts. These challenges cannot be faced by any one country alone; there is thus a need to act

collectively. Therefore, UNESCO programmes that encourage intercultural understanding must be pushed forward.

13.7 Mr Chair, Excellencies, ladies and gentlemen, the spirit of UNESCO is to work together on the basis of shared understanding and the common values of humanity and to recognize, respect and foster the diversity of cultural expressions. My country, Bangladesh, fully supports working hand-in-hand with all the Member States to fulfil the mission of this Organization. From the inception of human civilization on earth, people have been living in coexistence among themselves and with their surroundings. But it is also a fact that sometimes this harmonious living has been shattered by their wrongdoing. That is why we need to think of building a new form of human existence, that is, coexistence in diversity and in harmony with nature. Our actions impact on others every day. So it is our responsibility to invest our time and resources for the benefit of others on this planet. Together we can make this world a better place for future generations.

14.1 **Mr Worbs** (Germany) *in extenso*:

Mr Chair of the Executive Board, Madam Director-General, distinguished delegates, after two years of absence, Germany is looking forward to constructively shaping once more the future of UNESCO in the Executive Board, together with all Member States.

14.2 Education is the key to acquiring the attitudes, skills and knowledge needed for sustainable development, for promoting human rights and responsible global citizenship. Technical and vocational training (TVET) is critical to countering the global scandal of youth unemployment – TVET, therefore, must feature more prominently in the future organizational chart. An overarching goal with the aim of lifelong learning needs to be one of the pillars of the post-2015 agenda. In order to formulate the SDGs and the successor of the Millennium Development Goals (MDGs), a strong African voice is critical. Therefore, Germany supports the self-evaluation of EFA by the African countries, as decided by the last General Conference.

14.3 This year, Germany hosted a significant event, the first meeting of the United Nations Secretary-General's Scientific Advisory Board (SAB) in Berlin, in the presence of Mr Ban Ki-moon and our Foreign Minister, Mr Frank-Walter Steinmeier. You, Madam Director-General, chaired this first session personally with wisdom and commitment - and much success. We ask UNESCO to continue delivering its full support to this unique platform of globally renowned scientists, which will provide important guidance for better shaping the science-policy-society interface.

14.4 With regard to UNESCO's work on Natural Sciences, the Man and the Biosphere programme, the Intergovernmental Oceanographic Commission and UNESCO's freshwater programmes are major assets of UNESCO. Germany is an active member of all three programmes. Germany supports a prominent role for water and biodiversity in the post-2015 agenda. The planned German category 2 International Centre for Water Resources and Global Change, which is on our agenda this week, will deliver important results following its designation by the General Conference in 2009.

14.5 The 5th International Conference of Sport Ministers and Senior Officials Responsible for Sport and Physical Education (MINEPS V) in Berlin last year was the only UNESCO conference at ministerial level last year. MINEPS V has created a momentum for promoting the

importance of sport for social inclusion, especially for girls, women and persons with disabilities. Member States should continue to enhance the follow-up process of MINEPS V to make it effective and visible.

14.6 The preservation of the cultural and natural heritage of mankind, especially during armed conflict, depends on effective international cooperation, preventing destruction, looting and illicit trafficking. Culture is not only an enabler of sustainable economic development, it also key to our identity.

14.7 Germany will be hosting the meeting of the World Heritage Committee next year. I would like to call for active participation in this meeting and for this meeting to be used for visiting Germany and its World Heritage Sites. In order to promote equitable geographical participation in the World Heritage List, Germany has assisted African countries in site nomination through capacity building, and will continue doing so.

14.8 Downgrading the World Heritage Centre, UNESCO's flagship programme, to a subdivision, may have a negative impact on its operational and administrative capacity, which is in addition compromised by staff reductions and the loss of a proper Director. Abolishing the Museum Section may also damage one of UNESCO's visible and effective activities – as the recent emergency mission to the Museum of Islamic Art in Cairo has shown. On the other hand, we have seen an increase in the number of field offices—small offices without the necessary financial and staff resources to make a difference. Having foregone 22% of its contributions, UNESCO will have to review not only its Secretariat at Headquarters but also its field presence.

14.9 UNESCO's Committee on Conventions and Recommendations is a unique instrument for the protection of human rights. As a new member, Germany will work hard towards improving the work of this committee and towards maintaining its effectiveness in the context of human rights violations. UNESCO must also protect the core principles of international law. Madam Director-General, Germany will support your reform efforts.

15.1 **Mr Chaisang** (Thailand) *in extenso*:

Mr Chair of the Executive Board, Madam Director-General of UNESCO, distinguished Executive Board Members, ladies and gentlemen, I wish to congratulate you, Mr Chair, on your election as Chair of the UNESCO Executive Board. I would also like to commend Madam Director-General on her report on UNESCO's programme and achievements. The development of a strategic framework for partnership and the ongoing expansion of UNESCO's network and range of partners will broaden the range of UNESCO's activities and enhance its effectiveness.

15.2 Education policy worldwide has reached a critical stage. This year sees the end of the United Nations Decade of Education for Sustainable Development (2005-2014). This does not mean we can now abandon this concept, or that it is redundant. It means, rather, that we need to think ahead and consider how it will fit in with future educational needs. Similarly, education for all (EFA) has been a global movement since 1990 when all the six EFA goals were committed to be achieved by 2015. Thailand has strongly and consistently supported this movement and, working tirelessly on all fronts, can report significant progress. In anticipation of the 2015 World Education Forum in Seoul next year, we, in collaboration with UNESCO, are proud to be hosting a major high level

regional EFA conference in August. This will provide an opportunity for Member States in the Asia-Pacific region to come together to discuss lessons learned from EFA in the region, and agree on priority targets for post-2015 global education. Much progress has been made, but there is much left to be done. There is still an urgent need for nations to work together, with UNESCO, in thinking about the future of education, redefining education goals, and formulating future education imperatives.

15.3 Regarding post-2015 development, UNESCO should play a proactive role in reaffirming the place of its mandate in the global agenda, to ensure that its commitment to global development is reflected. These goals include the quality of education, science, technology and innovation, the promotion of cultural diversity and social inclusion. We need to think about the competitive skills that are necessary for the future. In particular, education for the future needs to go beyond academic achievements and cognitive skills, to include non-cognitive competencies and skills, as well as education for social cohesion, creativity, and social and emotional development. This will necessitate a new and broader conceptualization of learning, which is critical in the development of a post-2015 education agenda.

15.4 Ladies and gentlemen, now is a time for evaluation, particularly of these two major programmes. We need to maintain the momentum they have generated and think about the future of education post-2015. The need now is to build upon what we have learnt and what has been successful. The suggested overarching goal of equitable quality education and lifelong learning for all by 2030 is totally consistent with current Thai government education policy. These principles of equity, access, and lifelong learning are all fundamental imperatives forming the basis of Thai education policy. We believe that this can best be achieved under the leadership, guidance and coordinating ability of UNESCO.

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

Señor Presidente, señora Directora General, señor Presidente de la Conferencia General, estimados miembros del Consejo Ejecutivo: me permito dirigirme al Consejo en representación del Grupo de América Latina y el Caribe. El GRULAC reconoce el esfuerzo de la Directora General por cumplir un amplio mandato con escasos recursos. En medio de esta crisis, la UNESCO está llamada a recuperar su capacidad prospectiva para anticipar y enfrentar los grandes desafíos del mundo en mutación. Los desafíos financieros que enfrenta actualmente la Organización son también oportunidad para su revitalización y reposicionamiento de liderazgo dentro del sistema de las Naciones Unidas como organismo especializado.

16.2 El GRULAC agradece a la Directora General la revisión realizada de la Estrategia a Plazo Medio 2014-2021 y considera necesario que la evaluación de la puesta en práctica del Programa y Presupuesto del bienio previo refleje en qué medida se han obtenido los resultados esperados e identifique las fallas y aspectos en los que deba mejorar, así como la estructura funcional necesaria para poner en práctica el Programa Ordinario por sector, dentro y fuera de la Sede, habida cuenta de las reformas y reestructuración emprendidas en materia de contratación y recursos humanos.

16.3 Reiteramos la necesidad de procurar un mejor equilibrio entre los recursos del Presupuesto Ordinario y los fondos extrapresupuestarios, favoreciendo las prioridades aprobadas por la Conferencia General y una mayor presencia y visibilidad de la UNESCO sobre el

terreno, a fin de alcanzar los resultados esperados. Debemos igualmente reflexionar sobre las razones por las que no se logra recaudar fondos extrapresupuestarios para determinados programas que forman parte de las esferas de competencia de la UNESCO, como la Educación para Todos, los pequeños Estados insulares en desarrollo o la integración de los jóvenes

16.4 Como parte del proceso de reforma de la estructura orgánica de la UNESCO, se requiere asegurar una representación geográfica equitativa de los recursos humanos en todos los niveles, incluidos los de alta dirección o de categoría superior. No se dispone de información completa sobre los movimientos de personal. La reducción de la plantilla dedicada al Programa Ordinario incide negativamente en su ejecución, como se desprende de los informes al respecto. Es de la mayor importancia que las oficinas del dispositivo fuera de la Sede de la región América Latina y el Caribe mantengan una cantidad de recursos materiales y humanos que permita la adecuada ejecución de los programas en curso, que no se destruyan las capacidades instaladas a través de años de trabajo y que no se pongan en peligro los progresos alcanzados, cuyos beneficios son altamente valorados por nuestros gobiernos y nuestros pueblos.

16.5 Asimismo, el GRULAC exhorta a la UNESCO a dar pleno cumplimiento a la resolución 37 C/9 de la Conferencia General sobre el fortalecimiento del IESALC. El GRULAC reafirma su apoyo al Sector de Comunicación e Información y expresa su preocupación por la reducción de personal especializado, lo que afecta a la buena marcha de los programas. Es necesario que quienes ocupen los cargos de responsabilidad en el Sector, especialmente en el Programa Memoria del Mundo, sean expertos con el perfil profesional adecuado y sean contratados respetando las normas establecidas por la Organización. De igual manera, nuestro grupo reitera su respaldo a los cinco sectores de la UNESCO, y de manera particular al Sector de Ciencias Sociales y Humanas, el cual no debe fusionarse con ningún otro, y reafirma la importancia del Programa MOST, que debe ser fortalecido, en lugar de reemplazado en su contenido con nuevas propuestas. El GRULAC reitera la importancia de dar continuidad a los elementos del Gran Programa II - Ciencias Exactas y Naturales, como el MAB, el PHI y la COI, que impulsan la acción de la UNESCO en favor del desarrollo sostenible, la preservación del medio ambiente y el desarrollo de sistemas de alerta y prevención de desastres. Asimismo, se debe poner atención a la mitigación del cambio climático, buscando sinergias entre los sistemas de alerta temprana y su adaptación en el plano social.

16.6 En cuanto a la agenda para el desarrollo después de 2015, la UNESCO debe participar de manera activa y eficaz en su preparación, asumiendo el liderazgo en sus esferas de competencia, de manera particular en la educación, respecto de la cual es indispensable contar con un objetivo global de educación inclusiva y de calidad a lo largo de toda la vida. Reconociendo el potencial inclusivo de las buenas prácticas en materia de educación para impulsar la cooperación Sur-Sur y Norte-Sur-Sur, exhortamos a la UNESCO a elaborar una estrategia para su promoción e intercambio, con miras a avanzar en los objetivos no alcanzados de la EPT y a enfrentar los nuevos desafíos de la agenda para la educación después de 2015.

16.7 La cultura como vehículo para el desarrollo sostenible debe ser parte de la agenda para el desarrollo después de 2015, según determinó la Conferencia

General en noviembre de 2013, no solamente en el ámbito de la promoción de las distintas expresiones culturales, sino también a través de la protección y salvaguardia de la historia y los patrimonios, incluido el subacuático. Las organizaciones internacionales deben acompañar de modo efectivo a los países en su lucha contra el tráfico ilícito de bienes culturales, que constituye una verdadera amenaza para el patrimonio cultural de nuestros pueblos. La aprobación de las directrices operacionales para la aplicación de la Convención de 1970 constituirá un paso histórico para la aplicación de dicho instrumento. Con respecto a la Convención de 1972, el hecho de lograr una distribución regional equitativa en el Comité del Patrimonio Mundial permitirá acceder a una lista con mayor representatividad, con mecanismos que aseguren una mayor transparencia en todo el procedimiento.

16.8 Señor Presidente, el GRULAC considera fundamental que la posición que lleve la UNESCO a la Asamblea General de las Naciones Unidas en los temas de su competencia recoja la posición mayoritaria de los Estados Miembros de la Organización. Gracias, señor Presidente.

16.9 Tomo ahora la palabra en nombre de mi país. Este es un momento importante para la UNESCO, que debe adaptarse y revitalizarse, sobre todo a través de su activa participación en la materialización de la agenda para el desarrollo después de 2015 y sus importantes objetivos. En su área fundamental, a saber, la educación, debe seguir liderando el programa de EPT con una incisiva participación en la citada agenda para después de 2015 sobre la base de los elementos señalados por los Estados Miembros, única manera de reflejar la auténtica visión de la comunidad internacional. Las metas que se fijan deben permitir asegurar el acceso universal a la educación, como bien público fundamental, en todas las regiones del mundo, incluidas las sociedades que están siendo transformadas por fenómenos migratorios. La crisis que afecta el mundo entero no debe perjudicar la acción de la Organización, sino que, más bien por el contrario, la deben comprometer aún más con la misión que le encomienda su Constitución. Muchos países del Sur están poniendo en práctica políticas educativas inclusivas que están teniendo éxito, a través de las cuales se fortalece la garantía de provisión de ese bien patrimonial para toda la sociedad. La UNESCO debe ser el catalizador dinámico de la cooperación Sur-Sur, a fin de que esas prácticas sean de real utilidad para el desarrollo de otros países.

16.10 Queremos reiterar nuestro decidido apoyo al Sector de Ciencias Sociales y Humanas. Es indispensable que se retomen en la UNESCO los debates que, sobre la gestión diaria, permitan fortalecer su carácter de laboratorio de ideas. Consideramos que el programa intergubernamental MOST debe ser preservado y fortalecido, conforme a la voluntad mayoritaria de los Estados Miembros, manifestada en las últimas reuniones de la Conferencia General, el Consejo Ejecutivo y el Consejo Intergubernamental del MOST. No es aceptable que el Programa MOST pueda quedar subsumido en otro órgano, como en algún momento se propuso, sin que fuera aceptado por los Estados Miembros, que marcan la marcha de la Organización.

16.11 Señor Presidente, los puntos más relevantes para los Estados en el campo de la cultura, es decir, los que garantizan su salvaguardia, están plasmados en las distintas convenciones, de las que destaca la de 1970, concebida para luchar contra el creciente fenómeno del

tráfico ilícito de bienes culturales. Los objetivos de esta Convención deberían estar claramente recogidos en la agenda para el desarrollo después de 2015. El Ecuador cree firmemente que mientras no se trate abiertamente este tema, con la visibilidad necesaria y el involucramiento de todos los actores, los patrimonios culturales de muchos países continuarán siendo expoliados.

16.12 En el campo de la comunicación y la información, el Ecuador cree firmemente que la UNESCO se debe esforzar por desarrollar los derechos de acceso universal a la información y el conocimiento, conforme a la resolución de la Conferencia General de 2013. La UNESCO está llamada a ser parte central del debate sobre la privacidad de la información en Internet y en otros medios de comunicación, en aplicación de los principios y las declaraciones de derechos humanos.

16.13 La coordinación de la UNESCO con otros organismos del sistema de Naciones Unidas es muy útil para el cumplimiento de su misión. Para ello cuenta con normas específicas en su Constitución, como el Artículo 11, que dispone que cualquier acuerdo para tales asociaciones debe ser aprobado por el Consejo Ejecutivo.

(16.1) **M. Pozo** (Équateur) *in extenso*
(traduit de l'espagnol) :

Monsieur le Président du Conseil, Madame la Directrice générale, Monsieur le Président de la Conférence générale, chers membres du Conseil exécutif, permettez-moi de m'adresser au Conseil au nom du Groupe de l'Amérique latine et des Caraïbes. Le GRULAC reconnaît les efforts déployés par la Directrice générale pour s'acquitter de son vaste mandat avec des ressources limitées. Au cœur de cette crise, l'UNESCO est appelée à retrouver sa capacité prospective pour anticiper les grands défis de ce monde en mutation et y faire face. Les défis financiers auxquels l'Organisation est actuellement confrontée sont aussi l'occasion de revitaliser cette dernière et de repositionner son leadership en tant qu'institution spécialisée au sein du système des Nations Unies.

(16.2) Le GRULAC remercie la Directrice générale d'avoir procédé à la révision de la Stratégie à moyen terme pour 2014-2021 et estime nécessaire que l'évaluation de la mise en œuvre du Programme et budget de l'exercice biennal précédent reflète la mesure dans laquelle les résultats escomptés ont été atteints et identifie les lacunes et les aspects qui devraient être améliorés, ainsi que la structure fonctionnelle nécessaire pour mettre en œuvre le Programme ordinaire par secteur, au Siège et hors Siège, compte tenu des réformes et de la restructuration entreprises en matière de recrutement et de ressources humaines.

(16.3) Nous rappelons la nécessité de trouver un meilleur équilibre entre les ressources du budget ordinaire et les fonds extrabudgétaires, en favorisant les priorités approuvées par la Conférence générale ainsi qu'une présence et une visibilité accrues de l'UNESCO sur le terrain, afin d'atteindre les résultats escomptés. Nous devons également nous pencher sur les raisons pour lesquelles nous ne parvenons pas à rassembler des fonds extrabudgétaires pour certains programmes qui font partie des domaines de compétence de l'UNESCO, tels que l'Éducation pour tous, les petits États insulaires en développement ou l'intégration des jeunes.

(16.4) Dans le cadre du processus de réforme de la structure organique de l'UNESCO, il est nécessaire d'assurer une représentation géographique équitable des ressources humaines à tous les niveaux, y compris ceux de la haute direction ou de la catégorie supérieure. On ne dispose pas d'informations complètes sur les mouvements de personnel. La réduction des effectifs relevant du Programme ordinaire a des conséquences négatives sur son exécution, comme il ressort des rapports à ce sujet. Il est de la plus haute importance que les bureaux du dispositif hors Siège de la région Amérique latine et Caraïbes maintiennent une quantité de ressources matérielles et humaines qui permette l'exécution adéquate des programmes en cours, que les capacités acquises à l'issue de nombreuses années de travail ne soient pas détruites, et que les progrès accomplis, dont les bénéfices sont largement valorisés par nos gouvernements et nos populations, ne soient pas remis en cause.

(16.5) De même, le GRULAC demande à l'UNESCO d'appliquer pleinement la résolution 37 C/9 de la Conférence générale sur le renforcement de l'IESALC. Il réaffirme son soutien au Secteur de la communication et de l'information et s'inquiète de la réduction du personnel spécialisé, qui affecte le bon déroulement des programmes. Il est nécessaire que ceux qui occupent les postes à responsabilité dans le Secteur, en particulier au sein du Programme Mémoire du monde, soient des experts possédant le profil professionnel adapté, et qu'ils soient recrutés dans le respect des normes établies par l'Organisation. Notre groupe réitère également son soutien aux autres secteurs de l'UNESCO, en particulier au Secteur des sciences sociales et humaines, lequel ne doit fusionner avec aucun autre, et réaffirme l'importance du Programme MOST, qui doit être renforcé au lieu de voir son contenu remplacé par de nouveaux éléments. Le GRULAC rappelle qu'il importe d'assurer la continuité des éléments du grand programme II – Sciences exactes et naturelles, tels que le MAB, le PHI et la COI, qui encouragent l'action de l'UNESCO en faveur du développement durable, de la préservation de l'environnement et du développement de systèmes d'alerte et de prévention des catastrophes. Il estime également nécessaire que l'on prête attention à l'atténuation du changement climatique, en cherchant des synergies entre les systèmes d'alerte précoce et leur adaptation sur le plan social.

(16.6) L'UNESCO doit participer activement et efficacement à la préparation du programme de développement pour l'après-2015, en jouant un rôle de chef de file dans ses sphères de compétence, en particulier dans le domaine de l'éducation, au titre duquel il est indispensable de proposer un objectif global d'éducation inclusive et de qualité tout au long de la vie. Reconnaisant le pouvoir inclusif des bonnes pratiques éducatives pour stimuler la coopération Sud-Sud et Nord-Sud-Sud, nous appelons l'UNESCO à élaborer une stratégie pour leur promotion et leur échange, en vue de progresser dans la réalisation des objectifs de l'EPT non encore atteints et de faire face aux nouveaux défis de l'agenda de l'éducation post-2015.

(16.7) La culture comme vecteur du développement durable doit faire partie du programme de développement pour l'après-2015, ainsi que l'a précisé la Conférence générale en novembre 2013,

non seulement dans le cadre de la promotion des différentes expressions culturelles, mais aussi à travers la protection et la sauvegarde de l'histoire et du patrimoine, y compris le patrimoine subaquatique. Les organisations internationales doivent accompagner efficacement les pays dans leur lutte contre le trafic illicite des biens culturels, qui constitue une réelle menace pour le patrimoine culturel de nos populations. L'approbation des directives opérationnelles pour la mise en œuvre de la Convention de 1970 représentera une étape historique pour l'application dudit instrument. S'agissant de la Convention de 1972, une répartition régionale équitable au sein du Comité du patrimoine mondial permettra d'établir une liste plus représentative, ainsi que des mécanismes garantissant une plus grande transparence tout au long de la procédure.

(16.8) Monsieur le Président, le GRULAC estime qu'il est essentiel que la position défendue par l'UNESCO à l'Assemblée générale des Nations Unies dans ses domaines de compétence reflète la position majoritaire des États membres de l'Organisation. Merci, Monsieur le Président.

(16.9) Je prends maintenant la parole au nom de mon pays. C'est actuellement une période cruciale que traverse l'UNESCO, qui doit s'adapter et trouver un renouveau, avant tout en participant activement à la concrétisation du programme de développement pour l'après-2015 et de ses grands objectifs. Dans son domaine clé qu'est l'éducation, elle doit continuer à diriger le programme de l'EPT en contribuant de manière décisive à l'agenda pour l'après-2015 compte tenu des éléments signalés par les États membres, seul moyen de refléter la vision authentique de la communauté internationale. Les cibles fixées doivent permettre de garantir l'accès universel à l'éducation en tant que bien public fondamental dans toutes les régions du monde, y compris dans les sociétés transformées par des phénomènes migratoires. La crise qui affecte le monde entier, loin de nuire à l'action de l'Organisation, doit au contraire la conforter dans la mission qui lui a été confiée par son Acte constitutif. De nombreux pays du Sud mettent en pratique des politiques éducatives inclusives fructueuses, qui permettent de mieux garantir l'accès de l'ensemble de la société à ce bien patrimonial. L'UNESCO doit être le catalyseur dynamique de la coopération Sud-Sud, afin que ces pratiques soient réellement utiles au développement d'autres pays.

(16.10) Nous souhaitons réitérer tout notre appui au Secteur des sciences sociales et humaines. Il est indispensable de reprendre au sein de l'UNESCO les débats qui, sur la gestion courante, permettent de renforcer son rôle de laboratoire d'idées. Nous considérons que le Programme intergouvernemental MOST doit être maintenu et renforcé, conformément à la volonté de la majorité des États membres, qui s'est exprimée lors des dernières sessions de la Conférence générale, du Conseil exécutif et du Conseil intergouvernemental du Programme MOST. Nous ne pouvons accepter que ce programme soit intégré à un autre organe – comme cela avait été proposé à un moment donné – sans l'aval des États membres, qui impriment leur rythme à l'Organisation.

(16.11) Monsieur le Président, les éléments les plus pertinents pour les États dans le domaine de la culture, c'est-à-dire les éléments qui en garantissent

la sauvegarde, figurent dans les différentes conventions et notamment dans celle de 1970, conçue pour lutter contre le phénomène de plus en plus répandu du trafic illicite des biens culturels. Les objectifs de cette convention devraient être clairement indiqués dans le programme de développement pour l'après-2015. L'Équateur est convaincu que si l'on ne traite pas ouvertement de ce thème, avec la visibilité nécessaire et la participation de tous les acteurs, le patrimoine culturel de nombreux pays continuera d'être spolié.

(16.12) Dans le domaine de la communication et de l'information, l'Équateur pense fermement que l'UNESCO doit s'efforcer d'améliorer le droit d'accès universel à l'information et au savoir, conformément à la résolution adoptée à ce sujet par la Conférence générale en 2013. L'UNESCO est appelée à jouer un rôle central dans le débat sur la confidentialité de l'information sur Internet et dans les autres moyens de communication, en application des principes et déclarations concernant les droits de l'homme.

(16.13) La coordination de l'UNESCO avec les autres organismes du système des Nations Unies est très utile pour l'accomplissement de sa mission. L'Acte constitutif de l'UNESCO prévoit à cet effet des dispositions spécifiques, comme l'article 11 qui stipule que tout accord visant à établir de telles associations doit être approuvé par le Conseil exécutif.

17.1 Mr Stranzl (Austria) in extenso:

Mr Chair, Madam Director-General, dear colleagues, Austria aligns itself with the statement by the distinguished representative of Italy on behalf of the European Union. For obvious reasons, the last biennium did not give much room for enthusiasm. The decisions the Executive Board had to make were severe and urgent. Let us use the new start and reflect on what UNESCO can do that would make us talk about it enthusiastically to the world outside this building: can we decide to reduce general statements during the next session and instead discuss the most pertinent questions in UNESCO's mandate? Could we break down UNESCO's added value on a regional or even country by country basis and go from there? How can we continue to make UNESCO more visible? UNESCO's name is a huge resource and asset. We should keep in mind the need to use it carefully. Couldn't we, for example, consider "borrowing" a success story of the European Union and designate "UNESCO cultural heritage capitals" at the global level? Fostering sustainable, culture-based development is among the central aims of the post-2015 United Nations development agenda. Culture has a direct impact on social cohesion and economic growth. Austria fully supports the idea of integrating culture as a strong element in the post-2015 agenda, in line with the decision of the 37th session of the General Conference.

17.2 On the post-2015 agenda: even if UNESCO is not in the lead on issues such as water, science or gender, shouldn't it make better use of its expertise? We would welcome in-depth discussions on different focus areas, so that UNESCO's expertise could flow back to our governments and enrich the final decisions made in New York.

17.3 The relevance of quality and the role of global citizenship education (GCE) in a new development framework seem to need further clarification and emphasis. In May, Austria will team up with other Member States and the Secretariat and organize a Round Table on Global Citizenship Education. Sustainable development

and lasting peace require knowledge, skills and values. As United Nations Secretary-General Ban Ki-moon has stressed, "*We must place education at the heart of our social, political and development agendas*"

17.4 On a closely related subject, we would prefer to use the International Decade for the Rapprochement of Cultures 2013-2022 for a few, concrete and visible flagship-projects, instead of many fragmented activities. The King Abdullah Bin Abdulaziz International Centre for Interreligious and Intercultural Dialogue (KAICIID) in Vienna, an intergovernmental organization founded by Spain, Saudi Arabia and Austria, seems a logical project partner for UNESCO in this regard.

17.5 We still believe that the financial crisis ignited a process which should lead towards a more effective Organization. We should always remember that it is us Member States who constitute the bodies of UNESCO. We ourselves must contribute to identifying how we can work more effectively. I wish that each time at this Board session we ask the Secretariat to produce more documents and reports, we might think twice about what those same resources could accomplish in the field. Good performance is of course closely linked to good reporting.

17.6 The Culture Sector is of great concern to us; its financial situation does not seem sustainable. The secretariat of the Convention for the Protection of Cultural Property in the Event of Armed Conflict, especially in its anniversary year, is in a deplorable situation. We will also closely follow how the restructuring affects the work of the Communication and Information Sector. Continued efforts to strengthen freedom of the media, and the implementation of the United Nations Plan of Action on the Safety of Journalists and the Issue of Impunity are especially important to us.

17.7 Finally, how can we spread our enthusiasm? What can we learn in terms of cutting-edge external communication, in spreading the word about UNESCO's important work and success? We encourage close cooperation with other United Nations bodies, and also with the European Union, the Council of Europe and the Organisation for Economic Co-operation and Development (OECD). UNESCO's field of work has such a great potential to reach people's hearts and minds – we hope to see it going viral very soon.

18.1 Ms Lomonaco (Italy) in extenso:

Mr Chair, Madam Director-General, I have the honour to speak on behalf of the European Union and the five candidate countries: the former Yugoslav Republic of Macedonia, Iceland, Montenegro, Serbia and Turkey. Also, Albania aligns itself with this statement.

18.2 If all children could read, global poverty would drop by 12%. Despite progress, over 50 million children around the world still do not have access to primary education. Quality education also remains essential. We are committed to ensuring a strong role for education in the post-2015 framework. In June 2014, the European Union will host the second Global Partnership for Education (GPE) Replenishment and Pledging Conference. We hope global leaders will then mobilize additional resources to achieve quality basic education. UNESCO, given its important role in the United Nations Secretary-General's Global Education First Initiative (GEFI), is a lead partner in this process.

18.3 Also, other aspects of the post-2015 framework call for full UNESCO involvement. We see culture as an enabler and driver of sustainable development. Culture is

key for both the economy and society. UNESCO also has a leading role in promoting sustainable use of water resources and biodiversity, which are other serious development challenges. The integration into the new framework of a gender perspective – and ensuring a rights-based approach encompassing all human rights – remains essential. In all multilateral fora, human rights remain a key priority for the European Union. We stand by our commitment to defend the rights of all persons and fight discrimination in all its forms through combating discrimination on grounds of race, ethnicity, age, gender or sexual orientation. We must continue to defend every girl's right to go to school. We need to ensure an effective implementation of UNESCO's Priority Gender Equality Action Plan for 2014-2021. Freedom of expression is a fundamental right of every human being. The European Union will work to strengthen these rights, offline and online, and supports UNESCO in its leading role as coordinator of the United Nations Plan of Action on the Safety of Journalists and the Issue of Impunity.

(The speaker continued in French)

18.4 La semaine dernière, les dirigeants européens et africains se sont rencontrés à Bruxelles pour le quatrième Sommet Union européenne-Afrique afin d'évoquer la prochaine étape de notre partenariat et la façon de s'attaquer aux défis d'intérêt commun, tels que l'éducation et la formation, notamment des femmes et des jeunes. La priorité globale Afrique de l'UNESCO revêt pour nous une importance particulière et nous insistons sur la nécessité d'une mise en œuvre effective de la stratégie opérationnelle prévue à cet égard. Concernant la réforme du réseau hors Siège, il importe que l'UNESCO décentralise suffisamment de ressources pour sa mise en œuvre. Nous saluons les progrès accomplis dans la mise en place d'un budget et d'un mode de direction orientés vers une culture de résultats, qui mettent l'accent sur l'impact plutôt que sur la liste des activités.

18.5 Madame la Directrice générale, le plan indicatif global et stratégique de restructuration du personnel impose des décisions difficiles. Nous ne l'ignorons pas et espérons que vos efforts permettront une meilleure concentration des activités en vue d'une efficacité accrue. Nous sommes particulièrement inquiets des conséquences de ce plan pour la mise en œuvre des conventions culturelles et pour les activités du Secteur de la communication et de l'information. Nous soulignons de même l'importance du Comité sur les conventions et recommandations, dont il est primordial de maintenir, voire d'accroître le rôle, qui est emblématique des valeurs portées à l'UNESCO. Les contributions extrabudgétaires de l'Union européenne à l'UNESCO vont bientôt dépasser les 50 millions d'euros pour la mise en œuvre d'activités prioritaires, y compris dans les six secteurs conjointement identifiés dans le mémorandum d'accord conclu par les deux organisations.

18.6 Pour conclure, l'Union européenne encourage tous les États membres à relever le défi consistant à réformer et rendre plus efficaces encore les organes directeurs et les programmes intergouvernementaux. Dans cet effort commun, nous renouvelons notre soutien à l'UNESCO dans l'accomplissement de son mandat. Merci, Monsieur le Président.

18.7 Je m'exprimerai à présent au nom de l'Italie. Permettez-moi avant tout de vous adresser, Monsieur le Président, tous mes vœux de plein succès au cours de votre mandat. L'Italie est prête à travailler avec vous dans un esprit de dialogue et de confiance. Trois sujets nous semblent importants pour cet exercice biennal : le 37 C/5,

la culture et le développement durable, et la science et l'innovation. Le 37 C/5 à 507 millions de dollars concentré autour des priorités de l'Organisation témoigne d'un véritable effort de rationalisation, même si nous savons tous que certains choix n'ont pas été indolores. Nous renouvelons le soutien convaincu de l'Italie à la Directrice générale dans la poursuite de son action de réforme et de relance de l'UNESCO. Nous restons bien sûr dans l'attente de connaître, lors du prochain Conseil, un premier aperçu des activités de programme menées au titre des résultats escomptés, notamment des activités qui bénéficient de fonds extrabudgétaires. L'Italie a fait de la culture et de la promotion de ses valeurs l'un des piliers de sa politique, ainsi qu'un moteur de croissance. Aussi, nous partageons les efforts de la Directrice générale visant à intégrer pleinement la culture dans les objectifs de l'agenda pour le développement. Mon pays se réjouit de la résolution approuvée en décembre dernier à l'ONU et participe activement aux débats en cours dans le cadre de l'Assemblée générale. Nous sommes convaincus que dans notre monde globalisé, chaque peuple, chaque culture, puisant dans sa propre richesse matérielle et immatérielle, peut contribuer à l'amélioration des conditions de vie et de développement de l'humanité tout entière. Consciente de l'importance de ce nouveau défi, l'Italie a décidé d'organiser avec l'UNESCO, à Florence, le 3e Forum mondial sur la culture et les industries culturelles. Cette manifestation, qui porte sur le thème « Culture et développement durable », est une excellente opportunité de rencontre entre les représentants des industries créatives de différentes régions du monde dans le domaine de la valorisation du patrimoine. Les défis auxquels nous devons faire face de nos jours ne seront relevés qu'à travers la coopération internationale et le partage des informations en matière de recherche et d'application scientifique. L'Italie souligne la nécessité de promouvoir l'interface entre science, politiques et société en faveur du développement durable. L'UNESCO a un rôle fondamental à jouer dans les secteurs de pointe de la coopération internationale : changements climatiques, biodiversité, traitement des eaux, réduction des risques liés aux océans. Les instituts scientifiques de l'UNESCO présents en Italie, et notamment le Centre international Abdus Salam de physique théorique (CIPT), coopèrent activement avec l'Organisation dans ce domaine. J'ai récemment participé avec intérêt à la réunion concernant les petits États insulaires en développement. À cet égard, l'Italie, qui peut se prévaloir de compétences de haut niveau dans les activités liées aux systèmes d'alerte précoce aux tsunamis, se propose d'organiser à l'UNESCO un séminaire illustrant les activités et les campagnes d'information menées pour sensibiliser les populations aux risques de tempêtes et de raz-de-marée. La valorisation et la sauvegarde des biens culturels et naturels sont également des sujets qui nous tiennent à cœur. Les nouvelles technologies peuvent fournir une contribution fondamentale à la conservation du patrimoine et se révéler des outils précieux pour assurer la durabilité des biens ainsi que la transmission des connaissances d'une génération à l'autre. Grâce à cette combinaison de tradition et d'innovation, il sera possible de se projeter dans l'avenir tout en valorisant le passé. Au niveau global, seule l'UNESCO pourrait garantir de tels résultats, et l'Italie soutiendra tous les efforts en ce sens.

19.1 **Sra. Faxas** (República Dominicana) *in extenso*:

Señor Presidente de la Conferencia General, señor Presidente del Consejo Ejecutivo, señora Directora General, excelencias, estimados amigos: hoy más que nunca, en un mundo amenazado por fuertes conflictos y por una banalización de los valores éticos, necesitamos

reafirmar la Constitución de la UNESCO, necesitamos cimentar la paz en la mente de cada hombre y de cada mujer.

19.2 La 194ª reunión del Consejo Ejecutivo se celebra en un momento histórico. Una nueva Estrategia a Plazo Medio y un nuevo ciclo programático se implementan en la UNESCO. La situación sin precedentes que atraviesa nuestra Organización nos fuerza a buscar respuestas innovadoras. En un entorno marcado por grandes mutaciones, se requieren definiciones y actuaciones con resonancia en el tiempo inmediato y en el tiempo futuro. Por estas razones, nuestra delegación pidió incluir en el orden del día de esta reunión el punto 30, relativo a la función de la prospectiva y de la evaluación en el nuevo contexto programático y estratégico de la UNESCO. La UNESCO debe volver a estar a la vanguardia de las ideas, apoyándose para ello en la prospectiva y en la capacidad de anticipar y de ampliar el horizonte de la acción. Agradecemos su respaldo a los Estados Miembros que nos han apoyado en esta iniciativa.

19.3 ¿Qué mejor momento que los setenta años de la fundación de nuestra Organización para asumir un liderazgo en el pensamiento, ser un foro de debate intelectual sobre las grandes transformaciones sociales que vivimos y lograr una mayor eficiencia y visibilidad en nuestras áreas de competencia?. Desde esta perspectiva entendemos que el Sector de Ciencias Sociales y Humanas debe encarnar ese desafío y apreciamos el punto 31 del orden del día, propuesto por el Presidente del Consejo Ejecutivo.

19.4 La República Dominicana agradece a la Directora General y a su equipo el documento C/4 revisado, así como sus esfuerzos en materia de evaluación y todo lo que hace en concreto para enfrentar la crisis. Sin embargo, quisiera información suplementaria sobre el nuevo organigrama que va a regir la Organización luego de todos estos reajustes, y también información sobre los criterios de supresión de puestos y los impactos de estas supresiones en los programas.

19.5 Debemos trabajar para que la UNESCO ejerza su rol de líder en el campo de la Educación para Todos y en la agenda para después de 2015, promoviendo una educación de calidad a lo largo de toda la vida, inclusiva y equitativa. Apoyamos la Declaración de la CELAC sobre la importancia de una educación superior de calidad y sobre el rol que debe jugar la UNESCO en la defensa de esa educación superior. Esta educación abre espacios y oportunidades de inserción de la juventud en el mundo del trabajo.

19.6 Deseamos reconocer la labor del PHI, el MAB y la Comisión Oceanográfica Intergubernamental (COI), así como el trabajo de esta en los pequeños estados insulares para la prevención de tsunamis. La UNESCO debe seguir apoyando las necesidades de los pequeños estados insulares en todas sus esferas de competencia.

19.7 La UNESCO cree firmemente en la libertad de expresión como condición de la democracia. Sin embargo, deseamos que la Organización fortalezca su papel normativo en la bioética y en la ética del ciberespacio y que los temas ligados a Internet encuentren un lugar importante en el Sector de Comunicación e Información.

19.8 La UNESCO debe hacer valer el rol de la cultura como un eje central para el desarrollo sostenible en la agenda para después de 2015, y nosotros como Estados Miembros defender y expresar nuestra voluntad política

de preservar las convenciones de la UNESCO, porque se enfrentan a problemas financieros.

19.9 Quisiéramos recordar lo señalado por el Presidente de China en lo que se refiere a la importancia del diálogo y el acercamiento entre culturas y civilizaciones. Estimados colegas, el futuro de la UNESCO está en nuestras manos y conciencias. Trabajemos juntos desde este Consejo dando lo mejor de nosotros mismos. Necesitamos que la UNESCO imponga su liderazgo en sus áreas de competencia dentro de la recomposición actual del multilateralismo y que siga siendo un laboratorio de ideas.

(19.1) **Mme Faxas** (République dominicaine)
in extenso (traduit de l'espagnol) :

Monsieur le Président de la Conférence générale, Monsieur le Président du Conseil exécutif, Madame la Directrice générale, Excellences, chers amis, aujourd'hui plus que jamais, dans un monde en proie à de graves conflits et à l'affaiblissement des valeurs éthiques, nous devons réaffirmer les valeurs de l'Acte constitutif de l'UNESCO, nous devons consolider la paix dans l'esprit de chaque homme et de chaque femme.

(19.2) La 194^e session du Conseil exécutif se tient à un moment historique. Une nouvelle Stratégie à moyen terme et un nouveau cycle programmatique sont mis en place à l'UNESCO. La situation sans précédent que connaît notre Organisation nous oblige à chercher des réponses novatrices. Dans un contexte marqué par de profonds changements, il faut penser et agir par rapport au présent immédiat et à l'avenir. C'est pourquoi notre délégation a demandé que soit inscrit à l'ordre du jour de la présente session le point 30 relatif au rôle de la prospective et de l'évaluation dans le nouveau contexte programmatique et stratégique de l'UNESCO. L'Organisation doit se tenir de nouveau à l'avant-garde en matière d'idées, en s'appuyant pour cela sur la prospective et la capacité d'anticiper et d'élargir l'horizon de l'action. Nous tenons à remercier de leur soutien les États membres qui nous ont appuyés dans cette démarche.

(19.3) Pourrait-il y avoir un meilleur moment que le 70^e anniversaire de la création de l'UNESCO pour exercer un leadership intellectuel, faire office de forum d'échanges sur les grandes transformations sociales que nous connaissons et accroître l'efficacité et la visibilité dans nos domaines de compétence ? À cet égard, nous pensons que le Secteur des sciences sociales et humaines doit incarner ce défi et nous nous félicitons de la proposition du Président du Conseil exécutif concernant l'inscription du point 31 à l'ordre du jour.

(19.4) La République dominicaine remercie la Directrice générale et son équipe pour la version révisée du document C/4, pour les efforts qu'elle déploie en matière d'évaluation, ainsi que pour toutes les mesures concrètes qu'elle prend afin de faire face à la crise. Nous souhaiterions toutefois des informations complémentaires sur le nouvel organigramme qui sera celui de l'Organisation à la suite de tous ces réajustements, ainsi que sur les critères utilisés pour les suppressions de postes et sur l'impact que ces dernières auront sur les programmes.

(19.5) Nous devons faire en sorte que l'UNESCO joue son rôle de chef de file en ce qui concerne

l'Éducation pour tous et l'agenda pour le développement post-2015, en s'attachant à promouvoir une éducation de qualité, inclusive et équitable, tout au long de la vie. Nous appuyons la déclaration de la Communauté des États latino-américains et caribéens (CELAC) sur l'importance d'un enseignement supérieur de qualité et sur le rôle que l'UNESCO doit jouer pour défendre cet enseignement, qui ouvre des espaces et crée des opportunités pour l'insertion des jeunes dans le monde du travail.

(19.6) Nous souhaitons saluer le travail du PHI, du MAB et de la Commission océanographique intergouvernementale, ainsi que l'action de cette dernière dans les petits États insulaires en développement concernant les tsunamis. L'UNESCO doit continuer à répondre aux besoins des petits États insulaires dans tous ses domaines de compétence.

(19.7) L'UNESCO est profondément attachée à la liberté d'expression comme condition nécessaire à la démocratie. Nous souhaiterions néanmoins qu'elle renforce son rôle normatif en matière de bioéthique et d'éthique dans le cyberspace, et que les thèmes liés à l'Internet occupent une place importante au sein du Secteur de la communication et de l'information.

(19.8) L'Organisation doit faire valoir le rôle de la culture comme axe central du développement durable dans l'agenda post-2015, et nous, États membres, devons défendre et exprimer notre volonté politique de préserver les conventions de l'UNESCO, qui sont aujourd'hui confrontées à des difficultés financières.

(19.9) Nous souhaiterions rappeler les propos du Président chinois concernant l'importance du dialogue et du rapprochement des cultures et des civilisations. Chers collègues, l'avenir de l'UNESCO repose entre nos mains et dans notre conscience. Travaillons ensemble au sein de ce Conseil et donnons le meilleur de nous-mêmes. L'UNESCO doit asseoir son leadership dans ses domaines de compétence, dans le cadre d'un multilatéralisme en pleine redéfinition, et continuer d'être un laboratoire d'idées.

20.1 Mr Zeldenrust (The Netherlands) *in extenso*:

Mr Chair of the Executive Board, Mr President of the General Conference, Madam Director-General, Excellencies, ladies and gentlemen, first of all, the Netherlands aligns itself with the statement of the European Union as just delivered by the Ambassador of Italy. In the last General Conference the Minister for Education, Culture and Science of The Netherlands, Ms Jet Bussemaker, mentioned three cornerstones of a democratic society that she felt need protection: culture, freedom of expression, and respect for diversity. These words may be even more true now than last November.

20.2 Cultural heritage is increasingly becoming a target in situations of conflict. Last week, the Director-General informed us about the important efforts undertaken by UNESCO in the Arab Republic of Syria and neighbouring countries. We hope that UNESCO will be able to maintain its commitment to the protection of cultural heritage and the prevention of illegal trafficking of cultural goods, even when confronted with severe financial constraints. In this regard, The Netherlands would like to thank the Internal Oversight Service (IOS) for the important evaluations and the audit carried out on the standard-setting work of the Culture Sector, and the Flemish Government for its financial contribution. The conclusion of these evaluations, however, is alarming: the sustainability of UNESCO's work

on the conventions is at risk. And this is a mild quote: the IOS's words were harsher. The Netherlands is of the opinion that UNESCO should be fully equipped to carry out its important work in these fields, which all Member States agreed upon as priority areas for the Organization. Restricting the work of the Culture Sector to the statutory work on the conventions would have a huge negative impact on UNESCO's credibility. Capacity-building and high quality standards are essential for the success of the Sector, and in particular the full implementation of the conventions.

20.3 Mr Chair, as for freedom of expression, we are concerned with the ever increasing number of journalists killed. The implementation of the United Nations Plan of Action on the Safety of Journalists and the Issue of Impunity is crucial and we are happy that UNESCO has been entrusted with the lead role in this regard. We trust that UNESCO will be able to have a real impact on the ground and we are looking forward to the follow-up in the Intergovernmental Council of the International Programme for the Development of Communication (IPDC) later this year.

20.4 Thirdly, respect for diversity. The Netherlands is a proud sponsor of UNESCO's work against the bullying of lesbian, gay, bisexual and transgender (LGBT) persons in education. We are concerned about bullying in schools and the relatively high suicide rate among LGBT students. Every individual should have not only the right, but also unhindered access to education, with no exclusions.

20.5 Mr Chair, my stressing the importance of culture, freedom of expression and respect for diversity would be meaningless if I did not mention the need to support them effectively with a leaner but stronger UNESCO. The Netherlands is grateful to the Director-General for her efforts to reform the Organization to this effect. The process aimed at improving UNESCO's EX/4 results reports has now also taken off. The famous EX/4 document might seem just another document. But in reality it is the reflection of a new culture: a culture of making developments happen, and showing them to the Member States. We are not there yet. It takes a paradigm shift to make impact the key criterion for assessment of UNESCO's added value. The Netherlands wants to help achieve this. For the same reason, we joined the Implementation Working Group of UNESCO's freshwater International Hydrological Programme (IHP): to get more involved in the implementation of its strategy. We put our efforts where our priorities are.

20.6 Mr Chair, to end on a lighter and modern note, I would like to inform you that members of the delegations of Sweden and Namibia and my own delegation have launched a special hashtag, to tweet about this Board, #194EX. I encourage all present to use that tool, and thus contribute to UNESCO's outreach.

21.1 Ms Von Zweigbergk (Sweden) *in extenso*:

Mr Chair of the Executive Board, Madam Director-General, distinguished representatives, Sweden aligns itself with the European Union statement. It has been many years since Sweden served as a Member of UNESCO's Executive Board, and we would like to express our sincere gratitude for the support in our election, and look forward to four years of fruitful cooperation with you all.

21.2 On 11 March of this year, Swedish journalist Nils Horner travelled to Afghanistan to report on the coming presidential elections. He had just started interviewing people in Wazir Akbar Khan, working to help us better

understand this crucial moment in Afghan history, when all of a sudden a gun was put to the back of his head. A shot was fired, and Nils died instantly. That street in Kabul witnessed the tragic silencing of a much respected and beloved journalist. Unfortunately Nils Horner is only one among many. During the last 10 years over 600 journalists have been killed while doing their job. The majority of these were not war correspondents but local journalists reporting on issues such as corruption and the drug trade. The safety of journalists and the fight against their killers' impunity are essential in order to preserve the fundamental right to freedom of expression. This lies at the heart of the construction of democratic societies. We believe that an effective implementation of the United Nations Plan of Action on the Safety of Journalists and the Issue of Impunity can make a real difference. That is why we strongly support UNESCO's lead role in coordinating this work. To be able to tackle the challenges that undermine free expression, we must first get a better understanding of the actual situation. UNESCO's new report, *World Trends in Freedom of Expression and Media Development*, is a valuable tool, and we see this as a starting point for important work in future. The right to freedom of expression and free access to information, online as well as offline, is crucial. It is crucial in order to achieve quality education and to strengthen science and research, as well as for the development of vibrant cultures. UNESCO's open access policy is of great importance in this regard. Free expression for creators of cultural goods benefits not only individuals, but societies as a whole, and this is an area where UNESCO can and ought to do more.

21.3 Sweden appreciated the inclusive World Summit on the Information Society (WSIS+10) review event, which resulted in a final statement endorsed by the 37th session of the General Conference. It reinforced the importance of access to information and the protection and promotion of human rights online to the building of knowledge societies. In this regard, we encourage UNESCO's development of the concept of Internet universality based on human rights, openness, accessibility and multi-stakeholder participation.

21.4 During the last two decades the international community and national governments have made huge efforts and significant achievements in expanding access to primary education – and we all have reason to be very encouraged by the results. However, we now need to focus on the quality of the education systems. The future development of the teaching profession and education for sustainable development are crucial to this. We fully support the universal approach in the post-2015 agenda. We all have challenges to tackle.

21.5 We need to make stronger efforts to close the gender gap, especially when it comes to access to secondary education, which has been shown to contribute more strongly than primary school attendance to the empowerment of women and girls. Education is also important, as we know that it empowers young people to protect themselves against HIV. This was strongly emphasized at the last meeting with the United Nations Commission on the Status of Women (CSW). Gender equality is indeed a priority for Sweden, and we will closely follow the implementation of the second Priority Gender Equality Action Plan for 2014-2021. There are good examples on how to include women and we need to learn more from them. In the geoscience programme the support given has been successful in promoting female researchers, due to strong systematic work and a gender sensitive approach.

21.6 In the field of the sciences, we have strengthened our cooperation with UNESCO. In two months Sweden will host the next meeting of the International Coordination Council of the Man and the Biosphere (MAB) Programme. We also have a new category 2 International Centre on Water Cooperation in Stockholm

21.7 We have high expectations of the work of UNESCO. We have high expectations because of its unique mandate, the values it stands for and its important normative role. But if we want UNESCO to remain relevant, achieve its goals and attain its results, it is crucial that the reform process continue. We support the systematic evaluation of all activities, programmes and intergovernmental bodies. This enables the Organization to discontinue non-performing programmes and activities. It helps us to identify new priorities, and to further amplify UNESCO's impact. Once again, Sweden very much looks forward to working with you all for the betterment of our Organization.

22.1 **Mr Carty** (Saint Kitts and Nevis) *in extenso*:

Mr Chairman, Director-General, President of the General Conference, my esteemed Executive Board colleagues, I bring cordial greetings from the Saint Kitts and Nevis Government and its citizens, as it is indeed a great honour for us to be serving – yet again – on this prestigious body. My delegation listened with keen interest to the Director-General's comprehensive report, and we unreservedly applaud the progress made in the reforming and repositioning of the Organization over the past four years, and envisaged in the next biennium. It is important to note that UNESCO's relevance in these challenging times is contingent on the effective implementation and delivery of meaningful programmes executed on the ground in all the Member States, and the National Commissions come into sharp focus here as a major partner. The Organization must now continue to distinguish itself by breaking new ground, and by tackling the immense, and unique, challenges emerging across our territories. The Director-General can therefore be assured of our full cooperation and support, as we seek to identify balanced solutions to address these pressing problems, and ensure the deployment of UNESCO's unique core competencies.

22.2 Mr Chairman, 2015 is practically upon us, and as we, the Member States, prepare to celebrate, evaluate and reconcile our achievements in attaining the MDGs over the past 15 years, it is perhaps an appropriate moment to take note and refine our understanding of, and confront, the emerging trends and broader socio-economic challenges, especially those adversely affecting small island developing States (SIDS).

22.3 The Government of Saint Kitts and Nevis remains fully committed to UNESCO's mandates and core work programmes, as a vehicle for our national development. We continue to pursue our efforts to strengthen quality education, life-long learning, and training for our citizens, both of which embrace the integration of ICT at all levels. This is combined with continuing institutional capacity-building of our education management and delivery systems, all avenues leading to the achievement of sustainable development goals. A central platform of my government's strategy in this regard is the emphasis on technical and vocational education and training (TVET), which is now firmly anchored within the national TVET policy framework, to enable our young people in particular to acquire the necessary knowledge and skills to respond to the current and changing environment. My government is most grateful for the timely and productive intervention

by UNESCO just recently, in supporting and guiding us in the preparation of our national TVET policy.

22.4 Mr Chairman, based on well-documented sources, Caribbean society has undergone institutional genocide of its people, through the vehicle of the transatlantic slave trade, a legacy that has now been declared a crime against humanity by the United Nations. Evidence would suggest that even up to present, the victims of these crimes, and their descendants, were left in a state of social, psychological, and economic deprivation. Recently, the Caribbean Heads of State agreed to set up National Committees in the Caribbean Member States on reparations, in order to establish the moral, ethical and legal case for reparations. We believe that this dialogue should be conducted in a diplomatic, reconciling, and morally uplifting fashion, consistent with the search for social justice and human decency. It is also our view that reparation or the concept of repairing damage is based on the search for a higher level of humanity and is intended to lay the foundation for healing the human family and, in particular, members who directly and indirectly suffered from the awful legacy and atrocity of slavery. Consequently, as we celebrate 20 years of the compelling Slave Route project this year, we wish to seize this opportunity to further engage with UNESCO, in its quest to constructively contribute to a better understanding of the causes and consequences of slavery, and to assertively address the history of the slave trade and slavery from the perspective of human rights, the culture of peace, and, ultimately, reconciliation. We call on UNESCO to strengthen the Slave Route project in our subregion, working closely with our African ancestry, and sustain the activity and budget for the Slave Route project at Headquarters.

22.5 Mr Chairman, Saint Kitts and Nevis is also proud to be leading the way in the English-speaking Caribbean in establishing the very first Man and the Biosphere site. We view this as a platform for sustainable living and climate change mitigation. It is our clear intention to raise awareness of our country's diverse eco-systems, through this Man and the Biosphere (MAB) Programme, including its vulnerability to natural hazards, and also to highlight the potential opportunities that would further empower our young people. We seek technical assistance from UNESCO in this regard, as without it; we are hard-pressed indeed to deliver the needs of our stakeholders on the ground, especially our youth.

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

Chairperson of the Executive Board, President of the General Conference, colleagues, Members of the Executive Board, Madam Director-General, Namibia would like to identify itself in advance with the statement to be delivered by Angola on behalf of the Africa group. I would like to congratulate you, Your Excellency, on your election as Chairperson of the Executive Board. Be assured of Namibia's cooperation in the spirit of collaboration and mutual respect in your mandate of presiding over the work of the Executive Board. My delegation also expresses appreciation to the Director-General for the quality of the documents before this session of the Board, and for her tireless efforts in managing and closing the previous biennium without a cash-flow shortfall despite the difficult and unpredictable budgetary situation of our Organization.

23.2 Mr Chairman, at various sessions of the UNESCO governing bodies, the Namibian delegation has consistently expressed concern about the content of the reports on the implementation of the programme and budget and the results achieved. In spite of this,

subsequent reports received continue to be descriptive and do not report on achievements and outcomes against expected results, nor do they provide analytical information on the impact of the programmes. Part of the challenge is the self-assessment system that members of the Secretariat have embraced in implementing and assessing their own activities and results achieved, with no input from the beneficiaries. We need to find a way to factor in the opinion of Member States on the results achieved and what added value these had on their national efforts. The Namibian delegation therefore encourages the Director-General to pay particular attention to evidence-based and outcome-oriented reporting against expected results during the implementation of document 37 C/5 Approved. Namibia welcomes the new reporting format proposed in document 194 EX/4 Add.2. As recommended by the Preparatory Group, we agree that it is desirable for the Secretariat and Member States to have further debate in order to refine this new form of reporting.

23.3 We commend the Director-General for the increase in extrabudgetary resources to fill the gap in programme implementation during the last biennium. While we remain grateful for the valuable contribution of extrabudgetary resources, we are also conscious of the challenge posed by the reliance on extrabudgetary resources for programme implementation. Firstly, we have noted with concern that programmes that do not have equal possibilities to attract extrabudgetary resources, the Communication and Information (CI) and Social and Human Sciences (SHS) Sectors for example, were disadvantaged during the last biennium. This trend is likely to continue if the financial situation of the Organization does not improve. Secondly, it is also a known fact that donors might sometimes have priorities and strategic interests that do not necessarily resonate with the overall priorities of the Organization. To curtail this potential challenge, Member States need to apply their minds and find a way to address the financial situation of the Organization. It is our sacred duty and obligation as Member States to ensure that our Organization returns to a normal and predictable budget. Only then can the Organization implement the programmes as approved by Member States.

23.4 On the follow-up to the independent external evaluation of UNESCO and the implementation of the roadmap, the Namibian delegation is satisfied with the progress made, particularly taking into account the difficult financial situation facing our Organization, and commends the Director-General for achieving the set targets. We also support the proposal of the Director-General to integrate future reporting on the remaining targets into the existing reporting structure. Namibia also expresses satisfaction with the progress made in the field network reform in Africa, and urges the Director-General to ensure that adequate funds and human resources are allocated to the reformed structure, and to streamline the reporting lines between the field offices.

23.5 Namibia also maintains that one of the preconditions for a functional field network is the appointment of committed and professional staff at the appropriate levels of seniority. In this context, my delegation wishes that particular attention be paid to the budgetary allocations and staffing of the five multisectoral regional offices in Africa, as part of the oversight function of the Executive Board. We will follow particularly closely the situation of the Social and Human Sciences programme at the multisectoral regional office in Harare, Zimbabwe, in terms of its programme articulation and

delivery and staffing, as this sector is of particular importance and relevance to the development of the Southern Africa region.

23.6 On Priority Africa, Namibia is satisfied with the revised operational strategy. We are now looking forward to the smooth implementation of this long overdue global priority of the Organization.

23.7 Mr Chairperson, Namibia remains committed to the work of the Organization and the new path that the Director-General has charted, and continues to chart. We undertake to make our humble contribution to make our Organization more efficient and more effective.

24.1 **M. Sita-N'sadisi (Angola) in extenso :**

Monsieur le Président du Conseil exécutif, Madame la Directrice générale, chers collègues Ambassadeurs délégués permanents, Mesdames et Messieurs, c'est pour moi un grand honneur de vous féliciter, Madame la Directrice générale, pour l'effort que vous avez entrepris afin de restructurer l'UNESCO. Lorsqu'on fait le point sur les avancées de notre Organisation au cours du dernier exercice biennal, on retient essentiellement le cheminement des discussions collectives qui ont conduit à la révision profonde de l'UNESCO, ainsi que les efforts gigantesques que la Directrice générale et le Département Afrique ont entrepris pour mettre en place une structure organisationnelle adaptée pour les bureaux hors Siège, qui doivent s'occuper de l'implantation sur le terrain, en Afrique et par sous-région, des programmes phares de la stratégie opérationnelle de la priorité Afrique, ainsi que de l'autre priorité de l'Organisation, à savoir l'Égalité des genres, dont le plan d'action devra s'appliquer à tous les niveaux dans une perspective à moyen terme. Tous les pays membres du Groupe Afrique vous encouragent dans la réalisation de ces tâches et vous félicitent vivement, surtout pour avoir réussi à contextualiser les objectifs à suivre en tenant compte des mutations culturelles, intellectuelles, économiques et démographiques à venir et des facteurs qui ne manqueront pas d'influencer la réalité dynamique de notre continent. Toutefois, une grande inquiétude persiste parmi les États membres quant à l'insuffisance des ressources tant humaines que financières allouées dans le cadre du Plan de dépenses de 507 millions de dollars prévu pour l'exercice 2014-2015. Tout devra donc être fait pour garantir les conditions minimales indispensables pour permettre aux bureaux hors Siège de s'acquitter efficacement de leur mission. Par ailleurs, afin d'achever la mise en place de l'architecture du nouveau modèle de décentralisation des compétences vers les bureaux hors Siège, il serait souhaitable que le Secrétariat définisse le mandat des desks et antennes UNESCO dans les pays qui n'ont pas encore de bureaux nationaux, et qu'il établisse le calendrier de cette phase. S'agissant de l'affectation de ressources humaines qualifiées, nous sommes persuadés qu'une stratégie visant à identifier et sélectionner des candidats compétents, par sous-région, permettrait de remédier dans les meilleurs délais à la pénurie de postes essentiels. Cette stratégie devrait recevoir un soutien financier sur la base d'un partenariat innovant entre l'UNESCO et les pays membres qui pourrait s'étendre au secteur privé et à la société civile. Nous nous engageons à encourager nos pays respectifs à s'investir dans la quête de solutions innovantes visant à réduire les multiples contraintes qui jalonnent le parcours de la mise en valeur des domaines d'intérêt prioritaire pour le développement du continent africain, où s'expriment des besoins accrus en matière d'éducation équitable et de qualité, de formation et d'insertion sociale et

professionnelle ou d'apprentissage tout au long de la vie, tout cela s'inscrivant dans une perspective temporelle allant jusqu'en 2030. Nous comprenons aussi qu'il est dans l'intérêt de nos États de s'impliquer résolument dans la démarche visant à construire des sociétés du savoir en privilégiant la recherche scientifique, la technologie et l'innovation, et plus particulièrement en encourageant l'accès des jeunes filles aux programmes de formation scientifique et technique.

24.2 Excellences, Mesdames et Messieurs, le groupe Afrique vient de donner un signal fort de mobilisation et de participation effective dans le processus national d'auto-évaluation de l'EPT incluant l'alphabetisation. Il s'agit de confier à un comité technique l'analyse des causes qui sont à l'origine du succès de la réalisation ou de la non-réalisation des objectifs visés, en s'appuyant sur des synthèses globales et en s'assurant des compétences endogènes pour élaborer les lignes de force des systèmes éducatifs africains après 2015. Nous espérons que cette initiative inédite, qui vient d'instaurer une synergie tripartite « UNESCO-Union africaine-Union européenne », pourra réunir les conditions techniques et financières nécessaires à sa mise en œuvre dans les délais impartis afin que les résultats attendus soient pris en compte par l'UNESCO au cours du processus d'élaboration de l'agenda de l'éducation post-2015. En matière de gestion du personnel, des clarifications sont demandées compte tenu de l'ampleur des chiffres se rapportant aux propositions de mesures de licenciement, de suppression de postes et de redéploiement des effectifs en cette période de crise. Par souci de transparence et d'équité, les États membres aimeraient obtenir des informations plus détaillées sur les analyses effectuées et les fondements des mesures envisagées. Nous vous remercions, Madame la Directrice générale, d'avoir déjà commencé à fournir certaines informations. Le groupe Afrique tient à réitérer ses préoccupations concernant l'impact des suppressions de postes sur la représentation géographique, tant au niveau du Siège que des bureaux hors Siège, et sur la capacité réelle des secteurs plus affectés à mettre en œuvre les actions retenues pour l'exercice 2014-2015.

24.3 Madame la Directrice générale, en ce qui concerne les modifications de la structure organisationnelle, la proposition de restructuration du Secteur de la culture qui ressort du paragraphe 52 du document 194 EX/3, d'après lequel l'actuelle Section de l'histoire et de la mémoire du monde deviendrait une équipe, a attiré notre attention. Il nous semble qu'une telle option tend à minimiser des programmes phares comme La route de l'esclave, l'Histoire générale de l'Afrique, les Routes de la soie et la Décennie internationale du rapprochement des cultures (2013-2022), et pourrait aussi avoir pour effet de limiter la contribution de l'UNESCO à la Décennie internationale des personnes d'ascendance africaine (2015-2024), que l'ONU lancera en janvier 2015. Il y a lieu de s'interroger sur l'opportunité de réduire à une simple équipe la section chargée de tels projets au moment où la Directrice générale a décidé de solliciter pour leur réalisation le soutien financier des plus hautes autorités de nos États. Cela reviendrait à envoyer un message contradictoire qui pourrait être mal interprété par nos États. Nous aimerions donc obtenir des éclaircissements sur les raisons qui ont amené le Secteur de la culture à proposer un tel remplacement.

24.4 Mesdames et Messieurs, en ce qui concerne la participation de l'UNESCO aux préparatifs d'un agenda pour le développement post-2015, force est de noter la multitude des rapports et initiatives intéressant l'Afrique produits par divers groupes de travail mandatés par le

Secrétaire général de l'ONU. L'UNESCO, de par l'étendue de ses domaines de compétence – éducation, sciences, culture et communication – devrait participer plus activement à la préparation d'un rapport synthétique contenant des propositions spécifiques et des cibles et objectifs précis dans l'optique du développement durable et du plaidoyer de la culture au service du développement. À l'instar du Secteur de l'éducation, et dans une certaine mesure de celui des Sciences exactes et naturelles, il serait souhaitable que d'autres secteurs de l'UNESCO élaborent leurs documents d'ensemble sur la stratégie de développement au-delà de 2015 en indiquant clairement les domaines d'action prioritaires et en formulant des propositions pour leur mise en œuvre.

24.5 S'agissant des questions budgétaires, il y a lieu de saluer les efforts déployés par un grand nombre de pays moins avancés, ainsi que ceux entrepris par les Ambassadeurs de bonne volonté, dans la mobilisation d'importantes contributions monétaires et en nature pour l'exécution du programme biennal. Notre reconnaissance va aussi à tous les donateurs qui ont contribué à l'augmentation des crédits lors de l'exercice biennal précédent, afin que l'UNESCO puisse répondre à certains défis dans les domaines dont elle assume le leadership au sein des processus et mécanismes des Nations Unies. Néanmoins, il reste encore beaucoup à faire, en particulier pour les pays les moins avancés et les petits États insulaires en développement. En ce qui concerne le nouveau modèle de rapport EX/4 adapté à la budgétisation axée sur les résultats et au cycle quadriennal, le Secrétariat a fait des efforts substantiels de présentation analytique, ce modèle constituant une base relativement fiable pour rendre compte des résultats, permettant une participation plus large des parties prenantes et garantissant des prises de décisions relativement éclairées. Des améliorations doivent cependant y être apportées pour mieux répondre aux exigences profondes des États membres.

24.6 Je m'exprimerai maintenant en ma qualité de représentant de l'Angola. Excellences, Mesdames et Messieurs, promouvoir la culture de la paix et de la non-violence est l'un des programmes phares de la Stratégie opérationnelle révisée de la priorité Afrique (à moyen terme). À cette occasion, il me revient à l'esprit la référence faite récemment ici à l'UNESCO par S. E. M. Xi Jinping, Président de la Chine, à la paix, la paix qui est le fondement de l'existence de l'UNESCO, la paix qui est une condition essentielle du développement. Je le cite : « *Tant que les peuples s'attacheront fermement à l'idéal de la paix et porteront haut levé le drapeau de la paix, ils constitueront un rempart solide pour prévenir et combattre la guerre* ». La force de cet argument se vérifie aujourd'hui dans mon pays, l'Angola, qui vient de commémorer, le 4 avril dernier, le 12^e anniversaire de l'instauration de la paix après plusieurs décennies de guerre, sur la base d'un Protocole signé entre le gouvernement et l'opposition armée, en territoire national, sans la moindre médiation extérieure. Cet acte a changé le cours de l'histoire de l'Angola, dans la mesure où la paix a permis des acquis économiques et sociaux tangibles. Aujourd'hui, sachant mesurer la valeur de la paix, les autorités angolaises ne cessent de manifester l'engagement du peuple angolais pour le rétablissement de la paix dans la sous-région et dans d'autres régions affectées par la guerre. L'expérience vécue dans la consolidation de la paix et du processus de réconciliation nationale sera mise à profit par le Président de la République en tant que Président de la Conférence internationale sur la région des Grands Lacs. Depuis mars

2013, l'Angola est partenaire de l'UNESCO et de l'Union africaine dans l'organisation des réflexions sur la problématique de l'éducation pour la culture de la paix et de la non-violence en Afrique, initiative associée à celle de l'Union africaine intitulée « Agissons pour la paix ». Un accord rendant pérenne l'organisation de réflexions dans le cadre de la mise en œuvre du Plan d'action de Luanda sera signé entre l'UNESCO, l'Union africaine et l'Angola, instituant pour ces forums une périodicité biennale. Le prochain forum panafricain sur l'éducation pour une culture de la paix aura donc lieu à Luanda en 2015.

24.7 Mesdames et Messieurs, pour ce qui est de l'ordre du jour de la présente session du Conseil exécutif, l'Angola souscrit naturellement à la position exprimée au nom du Groupe Afrique sur les thèmes inscrits et à débattre. Nous ajouterons que notre collaboration avec le Bureau régional de Yaoundé commence d'une manière rassurante au vu de la qualité des spécialistes qui y sont affectés, et nous avons grand intérêt à y placer de jeunes cadres en régime de détachement pour assurer, dans un premier temps, le suivi des actions à mettre en œuvre dans le pays dans le cadre du nouvel accord de coopération signé avec l'UNESCO en mars 2013. Pour ce qui est de la mobilisation des ressources extrabudgétaires en vue de mettre en œuvre les projets retenus d'un commun accord avec l'UNESCO, le mécanisme de « fonds-en-dépôt » a été adopté et devra être opérationnel, même partiellement, au cours du second trimestre 2014. Nous aimerions d'autre part savoir si l'UNESCO pourrait établir un recueil de données actualisées sur les accords de partenariat déjà existants dans ses domaines de compétence, et évaluer leur pertinence et la possibilité de les intégrer sous forme d'accord tripartite « Angola-partenaires locaux-UNESCO ».

24.8 Madame la Directrice générale, Monsieur le Président du Conseil exécutif, le Groupe Afrique se tiendra toujours à vos côtés dans la démarche que vous entreprenez en préparation du 70^e anniversaire de notre Organisation.

25.1 尤先生（中国）发言全文：

尊敬的主席先生，大会主席，总干事女士，各位同事，女士们，先生们：今年是我们实施新的《中期战略》的开局之年，也是本组织参与 2015 年后世界发展议程的制订并为其贡献智慧的关键一年，因此本届会议的任务十分艰巨。刚才总干事就上一个双年度（2012-13）计划的执行情况，以及大会和执行局会议决议的落实情况，做了内容丰富而详尽的报告。我们对此表示欢迎和感谢。过去两年是本组织历史上极不平凡的时期。面对严峻的财政困难和其他多重挑战，总干事带领秘书处，在广大会员国的支持下，锐意改革，共克时艰，基本保证了优先事项和重大计划的实施，努力探索本组织的改革和发展方向，并取得重要成效。这些成就的取得来之不易，中国代表团对此给予充分肯定和高度赞赏。我们也高兴地看到，在总干事提出的创新型筹资战略的动员下，许多会员国，特别是发展中国家，以及包括私营部门在内的一些新的捐助方也对本组织给予了慷慨支持。这些预算外资源业已成为本组织实施各项重大计划的重要支撑。这在一方面反映了本组织强大的生命力，同时也体现了国际社会对本组织在其主管领域发挥领导作用的殷切期盼。这也是本组织履行其使命的宝贵的动力源泉。

25.2 各位同事、女士们、先生们，中国一如既往地支持本组织在教育领域发挥的引领作用，赞赏本组织为 2015 年后教育发展议程的编制所做出的贡献，尤其是将“提供优质教育和终身学习”作为未来教育议程的重要目标。我们同时也

认为，强调包括女童和妇女在内的弱势群体的受教育权利，这是提高教育质量和推动教育公平的关键。我们重视“女童和妇女教育全球伙伴关系”计划的意义和潜在影响，赞同并以实际行动支持在“非洲优先”框架下加强在非洲所实施的教师培训计划。中国政府坚定支持本组织在联合国“教育第一全球倡议”实施过程中所发挥的积极作用。作为这一倡议的倡导国之一，中国将继续积极参与动员国际社会提升教育议题在国际议程中的优先地位。

25.3 女士们，先生们，科学技术的迅猛发展已经极大地改变了世界的面貌，并以前所未有的速度改变着人类的行为方式。本组织多年来致力于将淡水、海洋、生物多样性等列入可持续发展议程等方面的工作，取得的成绩值得肯定。联合国秘书长提议设立的“科学咨询委员会”，今年初在柏林正式宣告成立，并将秘书处设在教科文组织。这不仅是联合国，也是本组织的一件大事。它为本组织相关业务融入联合国系统的工作，为本组织参与和影响 2015 年后可持续发展议程，也为本组织自身科学领域的工作提供了历史性机遇。我们应该努力在科学与政策互动层面上，兼顾经济、社会和环境三大支柱的协调，为制定 2015 年后的可持续发展目标做出应有的贡献。

25.4 主席先生，女士们，先生们，不久前，中国国家主席习近平对教科文组织进行了历史性访问，传递了中国政府对教科文组织的坚定支持和中国加大参与本组织各领域工作的意愿。习近平主席在讲演中倡导尊重和保护文明多样性，促进不同文明间的交流互鉴。这是对本组织一贯坚持的文化多样性和文明间对话的强有力的支持。中国主张，文明是多彩的，文明是平等的，文明是包容的。只有在相互尊重和平等对话的基础上，各种文明交流互鉴，才能使人类文明焕发出新的生机和活力。我们深信，通过教科文组织这个多边平台，真正实现各种文明的平等对话和交流互鉴，才能把本组织建设成为一个名副其实的思想实验室，充分发挥各民族的聪明才智，为世界开启一扇通向未来的光明之门。

(25.1) **M. You** (Chine) *in extenso*
(traduit du chinois) :

Monsieur le Président, Monsieur le Président de la Conférence générale, Madame la Directrice générale, chers collègues, Mesdames, Messieurs, cette année, qui marque le début de la mise en œuvre de la nouvelle Stratégie à moyen terme, est aussi décisive pour la contribution de notre Organisation à l'élaboration du programme de développement pour l'après-2015. Notre session est de ce fait investie d'une lourde mission. La Directrice générale vient de faire un rapport très complet sur l'exécution du programme au cours du précédent exercice biennal et sur le suivi des décisions et résolutions adoptées par le Conseil exécutif et la Conférence générale. Nous l'en remercions et saluons son travail. Les deux années écoulées constituent une période peu ordinaire pour notre Organisation. Face aux difficultés financières et à de multiples défis, la Directrice générale, avec l'appui du Secrétariat et le soutien des États membres, a lancé des réformes audacieuses, poursuivi la mise en œuvre des priorités et des grands programmes, défini les orientations des réformes et obtenu des résultats tangibles. Ces résultats sont très appréciables dans un contexte difficile et la délégation chinoise s'en félicite pleinement. Nous constatons avec joie que, sous l'impulsion de la stratégie de financement innovante mise en place par la Directrice générale, de nombreux États membres, y compris des pays en développement et de nouveaux donateurs, notamment du secteur privé, ont généreusement

soutenu notre Organisation. Ces ressources extrabudgétaires constituent aujourd'hui un soutien capital pour nos programmes. Elles témoignent, d'une part, de la grande vitalité de notre Organisation et, d'autre part, de la forte attente de la communauté internationale vis-à-vis de son leadership dans ses domaines de compétence, ce qui est une motivation précieuse pour l'exécution de nos missions.

(25.2) Chers collègues, Mesdames, Messieurs, la Chine continuera à soutenir l'Organisation dans son rôle de chef de file dans le domaine de l'éducation. Nous apprécions sa contribution à l'agenda pour l'éducation post-2015, en particulier le fait d'avoir défini l'éducation de qualité et l'apprentissage tout au long de la vie comme un objectif majeur du futur agenda. En même temps, nous sommes persuadés que mettre l'accent sur le droit à l'éducation des populations vulnérables, notamment des femmes et des filles, est indispensable pour améliorer la qualité et l'égalité de l'enseignement. Nous accordons beaucoup d'importance à l'enjeu et aux impacts potentiels du Partenariat mondial pour l'éducation des filles et des femmes et soutenons par des actions concrètes le programme de formation des enseignants en Afrique dans le cadre de la priorité Afrique. Le Gouvernement chinois encourage l'UNESCO à jouer un rôle positif dans la mise en œuvre de l'Initiative mondiale pour l'éducation avant tout. La Chine, qui en est l'un des pays initiateurs, œuvrera à faire de l'éducation une priorité dans l'agenda international.

(25.3) Mesdames et Messieurs, le développement scientifique a radicalement transformé le monde et modifié avec une rapidité sans précédent le comportement de l'homme. Depuis de nombreuses années, l'UNESCO s'efforce d'intégrer l'eau douce, l'océan et la biodiversité dans l'agenda du développement durable. Les résultats obtenus sont positifs. Le Conseil consultatif scientifique proposé par le Secrétaire général de l'ONU a été créé à Berlin en début d'année et a confié son secrétariat à l'UNESCO. C'est un événement important non seulement pour l'ONU, mais aussi pour l'UNESCO. Il offre à notre Organisation une opportunité historique pour intégrer ses activités dans le système des Nations Unies, participer à l'élaboration du programme de développement pour l'après-2015 et l'influencer, et renforcer ses propres activités scientifiques. En ce qui concerne l'interface entre la science et les politiques, nous devons tenir compte des équilibres entre l'économie, la société et l'environnement, afin de contribuer à l'élaboration des objectifs de développement durable pour l'après-2015.

(25.4) Monsieur le Président, Mesdames et Messieurs, le Président chinois, M. Xi Jinping, a récemment effectué une visite historique au Siège de l'UNESCO. Il a exprimé le ferme soutien de la Chine à notre Organisation et sa volonté de participer davantage aux activités dans tous les domaines de compétence de l'UNESCO. Lors de son intervention, le Président Xi Jinping a mis l'accent sur le respect et la préservation de la diversité des civilisations, la promotion des échanges et de l'apprentissage mutuel. Cela constitue un soutien fort à la diversité culturelle et au dialogue entre les civilisations auxquels tient notre Organisation depuis toujours. Pour la Chine, les civilisations sont diverses, égales entre elles et inclusives. Seuls les échanges et l'inspiration

mutuelle, sur la base d'un respect réciproque et d'un dialogue équitable, assureront la pleine vitalité des différentes civilisations. Nous sommes convaincus que sur cette plate-forme qu'est l'UNESCO, à travers un dialogue véritablement équitable et des échanges entre civilisations, nous pourrions transformer notre Organisation en un vrai laboratoire d'idées, pour que toutes les nations puissent mettre en valeur leur sagesse et ouvrir au monde une porte de lumière vers l'avenir.

26.1 Mme da Rocha (Brésil) in extenso :

Monsieur le Président du Conseil exécutif, Monsieur le Président de la Conférence générale, Madame la Directrice générale, chers collègues, le Brésil constate avec satisfaction que l'UNESCO continue d'exercer son leadership dans la dernière « ligne droite » en direction des objectifs de l'Éducation pour tous fixés à Dakar. Nous applaudissons la décision prise par la Directrice générale de rendre plus participatif le processus d'élaboration de l'agenda mondial pour l'éducation post-2015. L'inclusion – sous l'égide de l'UNESCO – d'agents tels que l'UNICEF, la Banque mondiale, l'OCDE, ainsi que d'organisations non gouvernementales, du secteur privé et de représentants de groupes régionaux, entre autres, rendra par la même occasion ce processus plus démocratique. Il faut également saluer la décision visant à garantir que l'éducation de qualité inclusive et égalitaire ainsi que l'apprentissage tout au long de la vie pour tous constituent des buts majeurs à atteindre d'ici à 2030.

26.2 La Conférence générale de l'UNESCO, tout comme l'Assemblée générale des Nations Unies, ont clairement souligné la priorité qu'elles accordent à l'inclusion de la culture dans le programme de développement pour l'après-2015. Le Brésil continuera de faire en sorte qu'il en soit ainsi. Invité à participer, le 5 mai prochain au siège de l'ONU, au débat thématique de haut niveau sur la culture dans le programme de développement pour l'après-2015, le Brésil ne ménagera aucun effort pour maintenir la culture et le développement durable comme cible à part entière.

26.3 Le Brésil peut se prévaloir de progrès importants dans le domaine de la communication et de l'information. Un projet de loi visant à inscrire l'utilisation de l'Internet dans un cadre légal, adopté fin mars par la Chambre des députés du Brésil, est en cours d'examen au Sénat. Ce cadre légal établira des principes, des garanties, des droits et des devoirs pour les utilisateurs du réseau, et imposera des lignes directrices à l'action de l'État. Dans ce contexte, c'est avec satisfaction que nous rappelons que le Bureau du Conseil intergouvernemental du Programme international pour le développement de la communication (PIDC) a décidé, à sa 58^e réunion, que le débat thématique à l'ordre du jour de la 29^e session du Conseil s'intitulerait « Protection de la vie privée et liberté d'expression sur Internet ». Nous nous réjouissons également de souligner que l'UNESCO sera présente, en la personne de son Directeur général adjoint, M. Getachew Engida, à la réunion mondiale multipartite sur l'avenir de la gouvernance de l'Internet, qui se tiendra les 23 et 24 de ce mois à São Paulo.

26.4 En tant que nouveau membre du Conseil intergouvernemental du Programme Gestion des transformations sociales (MOST), le Brésil réaffirme le potentiel universel de ce programme, capable de contribuer au déploiement de politiques sociales plus efficaces dans toutes les régions du monde, quel que soit leur niveau de développement. Le Brésil exprime sa satisfaction face à la diversification géographique des

activités engagées par ce programme en 2013, à l'instar du Forum des ministres du développement social pour l'Amérique latine, tenu en septembre dernier en Argentine, et du Forum des ministres du développement social des États membres de la CEDEAO, tenu en décembre dernier au Ghana, au moment même où avait lieu au Viet Nam le Forum de haut niveau sur la gestion des transformations sociales dans les pays de l'ASEAN.

26.5 En tant que pays hôte de grandes manifestations sportives mondiales au cours des prochaines années, le Brésil espère pouvoir contribuer de plus en plus à l'important programme de l'UNESCO pour le sport, l'éducation physique et la lutte contre le dopage. Nous considérons que la Charte internationale de l'éducation physique et du sport de 1978 est un instrument international des plus inspirants dans ce domaine, dont l'importance socioéconomique est croissante, particulièrement en ce qui concerne l'éducation et la santé. Le besoin impérieux de réviser cette Charte, identifié à Berlin lors de MINEPS V en 2013, puis réaffirmé cette même année à l'occasion de la première réunion de suivi à Bogota, suscite le plein soutien du Brésil.

27.1 M. Kupchyshyn (Ukraine) in extenso :

Monsieur le Président, Madame la Directrice générale, chers collègues, dans le monde actuel, plusieurs défis majeurs persistent. Les principaux enjeux sont notamment la pauvreté, l'insécurité écologique et l'utilisation inefficace des ressources. L'UNESCO a tous les moyens nécessaires pour apporter des réponses dans le cadre des préparatifs d'un programme de développement pour l'après-2015, aussi bien que pour assurer l'accès à l'éducation de qualité pour tous, trouver des solutions face aux conséquences des changements climatiques, préserver la biodiversité et contribuer à la cohésion sociale. En même temps, nous sommes convaincus que c'est la dimension culturelle qui constitue le pivot des différents aspects du développement durable. Il est important de s'engager pour accélérer les progrès encore à réaliser en vue de mettre en œuvre les Objectifs du Millénaire pour le développement.

27.2 L'Éducation pour tous reste un élément indispensable pour construire et développer une société moderne. Les démarches visant à accélérer la réalisation de ces objectifs doivent faire intervenir tous les États. Je voudrais également attirer l'attention sur la nécessité de mettre en place des systèmes d'éducation continue de qualité ainsi que de nouveaux modèles éducatifs qui peuvent être basés sur les technologies électroniques alternatives dont nous disposons aujourd'hui. S'agissant de la Stratégie opérationnelle pour la priorité Afrique, il est important de contribuer à son efficacité dans des domaines clés.

(L'orateur poursuit en anglais)

27.3 Mr Chairman, in 2016 Ukraine and the whole world will commemorate 30 years of the Chernobyl disaster. In 2011 Japan suffered from a terrifying nuclear catastrophe in Fukushima. It is difficult to cope with the consequences of disasters of such a scope – it takes decades to reverse their negative effects. I would like to invite you to reflect together on how we could engage UNESCO, given its serious scientific potential, in this crucial topic. We believe this issue could be thought-provoking for many countries – those developing their nuclear energy, as well as ones opting for ecologically safe and nuclear-free technologies.

27.4 Dear colleagues, everyone has been following developments in my country with regard to the

Autonomous Republic of Crimea. It is not our mission today to give judgment on the unprecedented brutality of one of the members of the international community – that judgment has already been given in different fora – the United Nations General Assembly and Security Council, the Organization for Security and Co-operation in Europe (OSCE), European Union (EU), Council of Europe and others. However, coming to the mandate of UNESCO, let me mention a couple of things. The culture of peace is one of the cornerstones of the Organization. It was regrettable to see some names of renowned people in art, holding high UNESCO titles, on the list of signatories in support of the policy of violation of the territorial integrity of Ukraine. This fact, I believe, shows that we still have a lot to do in terms of promoting ideas of peace in the minds of men. You know that Crimea is one of the culturally rich regions of Ukraine, always actively engaged in UNESCO activities. Last year the World Heritage Committee inscribed the cultural site “Ancient City of Tauric Chersonese and its Chora” on the World Heritage List. With the growing militarization of the peninsula and the site being situated in the close vicinity of the Russian military fleet it is difficult to predict what might happen to this site. There are four unique cultural sites that are on the Tentative List of Ukraine. The respective nominations to the World Heritage List were under way. This process will be difficult to continue under occupation. We find quite alarming the reports of priceless museum cultural objects being transported en masse by Russia away from the peninsula.

27.5 A UNESCO category 2 centre, Artek, was host to annual youth festivals, where almost 10,000 young people from over 90 countries have participated since 2002. Now it will not be possible to renew the relevant agreement between the Government of Ukraine and UNESCO with regard to this Centre. It could be done only after Crimea returns to its status as a sovereign part of Ukraine. Expert work in the framework of the Convention on the Protection of the Underwater Cultural Heritage is paralysed. The same applies to the Centre of Oceanology of the National Academy of Sciences of Ukraine – its representatives have been active for decades within the Intergovernmental Oceanographic Commission (IOC). Joint activities with UNESCO in all spheres – culture, natural, and social sciences – are now completely blocked. It is also necessary to ensure functionality of schools with Ukrainian and Qirim Tatar as learning languages, to ensure the educational rights of the Ukrainian students remaining in Crimea. Luckily, it will now be possible for UNESCO to closely follow this situation, in the framework of the new agenda item inscribed earlier this morning.

٢٨،١ السيد خليفى (تونس) النص الكامل :

اسمحوا لي أن أعبر عن خالص مشاعر التقدير والعرفان إلى السيدة المديرية العامة وإلى السيد رئيس المجلس التنفيذي وإلى منظمة اليونسكو العريقة على الدعم المتواصل التي تحظى به بلادنا وهي ترنو إلى تحقيق الانتقال الديمقراطي بطريقة حضارية. كما أود أن أنتهز هذه الفرصة، وأنا أتخطى بخشوع عتية هذا الهيكل العتيق، للتعبير عن سعادتي بوجودي بينكم لأول مرة وعن الشرف الذي أناله بتمثيل تونس وبالانتماء إلى مجلسكم الموقر. كما لا يفوتني أن التزم أمامكم بمواصلة العمل الذي قامت به مشكورة زميلتي السيدة فاطمة الطرهوني خدمة لأهدافنا المشتركة.

٢٨،٢ حضرات السيدات والسادة، لعل أكبر تحد اليوم هو ذلك الذي يدعوننا إلى إصلاح منظومتنا التربوية في نطاق رؤية شاملة. ولقد قام مكتب اليونسكو بالرباط بالتنسيق مع الأطراف المعنية بإعداد وثيقة تتمثل في مشروع اتفاقية بين وزارة التربية والتعليم العالي والتكوين المهني والتشغيل مما سيمنح من إضفاء مزيد من الانسجام ومن النجاعة عبر مدّ الجسور بين التعليم وسوق الشغل. وهنا يتنزل مشروع اليونسكو الخاص بدعم التخطيط في قطاع

التعليم عبر بناء القدرات في هذا المجال. كما يمثل المنتدى الوطني للتربية للجميع إطاراً سانحاً لتحقيق أهدافنا. ولئن بقي هذا المبتغى صعب المنال في أفق عام ٢٠١٥، فقد مكنت الاجتماعات الأسبوعية من عرض بعض التقارير. وسوف يرتفع نسق الاجتماعات التي ستشفع بيوم دراسي للتصديق على التقرير الوطني في نسخته النهائية. كما يمكن برنامج التربية على المواطنة من تكريس مبادئ الحرية والديمقراطية وحقوق الإنسان وهو يعتمد على أدوات تعليمية صممت للغرض ووقع استغلالها خلال دورات تدريبية نُظمت لفائدة شباب المناطق المهمشة وخاصة الفتاة الريفية. كما تمت إقامة نواد للمواطنة في انتظار تعميمها على المؤسسات التربوية. ونجاح هذا البرنامج، الذي أفضى إلى بلورة استراتيجية وطنية من المؤمل التصديق عليها رسمياً، سيؤدي حتماً إلى نجاح المشروع الجديد (NET-Med) الذي يُعنى بالإحاطة بالشباب المتوسطي والذي يتولى تمويله الاتحاد الأوروبي

٢٨،٣ أما في الميدان الثقافي، الذي يمثل بعداً أساسياً للتنمية الشاملة والمستدامة، فقد بادرت تونس مؤخرًا بتضمين دستورها الجديد حق المواطن في الثقافة. وعلى هذا الأساس، أكدت الحكومة أنها مؤتمنة على ترسيخ ثقافة الديمقراطية. ولقد اتُخذت في هذا الإطار عدة إجراءات ترمي أساساً إلى تفعيل المجلس الأعلى للثقافة، وتحيين النصوص القانونية والتشريعية والسهر على تنفيذ المشاريع النموذجية، وخاصة تلك التي تتعلق بصون التراث المادي وغير المادي وبدعم الصناعة الإبداعية والسياحة الثقافية وتكوين الكفاءات الوطنية في هذا المجال علاوة على ما يقوم به المعهد الوطني للتراث من جرد وتوثيق شمل التقاليد الشفوية والزوايا والطرق الصوفية والمهن التقليدية والتراث الموسيقي الأندلسي والذاكرة الوطنية والرموز. ولما كان التسامح مع الآخر البعيد والمختلف عنا مطمح الجميع، فإن الحوار لا بد أن يبدأ بين أبناء البلد الواحد. ولقد ساهمت اليونسكو عبر مكتبها بتونس في مرافقة التحول الديمقراطي وذلك بتكوين الإعلاميين وأعضاء الهيئة العليا المستقلة للاتصال السمعي والبصري والبرلمانيين وأحوان الأمن.

(28.1) **M. Khlifi (Tunisie) in extenso**
(traduit de l'arabe) :

Permettez-moi d'exprimer toute mon estime et ma gratitude à la Directrice générale, au Président du Conseil exécutif et à l'UNESCO pour l'appui qu'ils ne cessent d'apporter à mon pays alors qu'il aspire à assurer une transition démocratique d'une manière civilisée. Je saisis en outre cette occasion, alors que je franchis avec humilité le seuil de cette auguste assemblée, pour vous dire que je suis à la fois heureux de me retrouver parmi vous pour la première fois et honoré de représenter la Tunisie et de faire partie du Conseil exécutif. Je m'engage d'ailleurs devant vous à poursuivre l'action que ma collègue, Mme Fatma Tarhouni, que je remercie, a menée jusqu'ici afin de servir nos objectifs communs.

(28.2) Mesdames et Messieurs, notre plus grand défi, aujourd'hui, est la réforme de notre système éducatif dans le cadre d'une vision globale. À ce sujet, le Bureau de l'UNESCO à Rabat, en coordination avec les parties concernées, a élaboré un projet de convention entre le Ministère de l'éducation et de l'enseignement supérieur et le Ministère de la formation professionnelle et de l'emploi, afin de jeter des passerelles entre l'enseignement et le marché de l'emploi, dans un souci d'efficacité et d'harmonisation, et c'est dans ce contexte que s'inscrit le projet de l'UNESCO visant à appuyer la planification du secteur de l'éducation par le renforcement des capacités dans ce domaine. À ce propos, le Forum national sur l'éducation pour tous représente un cadre propice à la réalisation des tâches que nous nous sommes fixées, mais, comme il sera vraisemblablement difficile d'atteindre cet objectif d'ici à 2015, certains rapports seront présentés lors des réunions hebdomadaires, le rythme des réunions sera plus fréquent, et un jour

supplémentaire sera consacré à l'approbation de la version finale du rapport national. Par ailleurs, le Programme d'éducation à la citoyenneté, qui consacre les principes de la liberté, de la démocratie et des droits de l'homme, s'appuie sur des outils didactiques conçus à cette fin, qui ont été utilisés lors de stages de formation organisés à l'intention des jeunes des zones marginalisées, notamment des filles vivant en milieu rural. Des clubs de la citoyenneté ont en outre été créés, en attendant la généralisation de cette initiative dans les établissements éducatifs. La réussite de ce programme, qui a conduit à l'élaboration d'une stratégie nationale qui devrait être officiellement approuvée, assurera certainement le succès du nouveau projet NET-Med, financé par l'Union européenne, qui est consacré à la jeunesse du bassin méditerranéen.

(28.3) En ce qui concerne la culture, qui constitue un élément essentiel du développement global et durable, la Tunisie a récemment inscrit dans sa nouvelle Constitution le droit du citoyen à la culture. C'est pourquoi le gouvernement, qui s'est porté garant d'une culture de la démocratie, a pris à cette fin plusieurs mesures pour donner un nouvel élan au Conseil supérieur de la culture, actualiser les textes juridiques et législatifs, mettre en œuvre des projets types, notamment de protection du patrimoine matériel et immatériel, et soutenir les industries créatives et le tourisme culturel et renforcer les compétences nationales dans ce domaine. Il convient également de mentionner l'action menée par l'Institut national du patrimoine pour inventorier et documenter les traditions orales, les zawayas et les pratiques soufies, les métiers traditionnels, le patrimoine musical andalou, la mémoire nationale et autres symboles. La tolérance envers ceux qui sont éloignés et différents de nous étant une aspiration commune, le dialogue doit impérativement commencer entre les enfants d'un même pays. Par l'intermédiaire de son Bureau à Tunis, l'UNESCO s'efforce donc d'accompagner la transition démocratique dans le pays en contribuant à la formation de professionnels des médias, des membres du Conseil supérieur indépendant de l'audiovisuel, de parlementaires et d'auxiliaires de sécurité.

28.4 Pour autant qu'il me soit permis de le faire, je voudrais très rapidement vous présenter en français quelques propositions qui m'ont été inspirées par la lecture des différents documents mis à notre disposition. L'UNESCO, qui constitue un véritable laboratoire d'idées, se double à mon avis d'un observatoire, de par sa vigilance, son sens de l'anticipation et son pouvoir moral. Observatoire, ai-je dit, au sens de promontoire où l'on peut prendre de l'altitude pour mieux voir, mais aussi, j'ai envie de dire, de prétoire, c'est-à-dire de lieu où autrefois, les magistrats romains rendaient la justice. Aujourd'hui, l'UNESCO, qui est au carrefour de l'action et de l'éthique, nous recommande de réinventer l'humanisme. Ce nouvel humanisme, ou transhumanisme, transcende les frontières géopolitiques, les barrières linguistiques et surtout, ces bornes de l'esprit qui souvent séparent les hommes, parfois même intra-muros. Le but est d'assurer la promotion de la citoyenneté mondiale, une priorité de longue date pour l'Organisation comme le montre le document 194 EX/4.

28.5 Dans cette perspective, il importe de tenir compte des défis suivants, qui sont au nombre de cinq. Premièrement, la lutte contre l'ignorance et la pauvreté, qui font souvent le lit de l'innommable, constitue une

priorité et en tout cas un préalable à la formation de citoyens autonomes, cultivés et responsables, en mesure de contribuer à l'édification d'une société démocratique. Deuxièmement, si l'on estime que la solution des maux des sociétés est essentiellement pédagogique, sans doute le temps est-il venu de repenser le rapport problématique, et en même temps dialectique, que l'école entretient avec la société. Troisièmement, il est nécessaire d'élaborer une charte des métiers relevant du domaine des compétences de l'UNESCO, afin de lutter contre les dérapages. Quatrièmement, l'éducation étant intimement liée à la culture, il convient, sur fond de désaffection à l'égard de la lecture et de repli frileux, de réhabiliter la culture générale à l'école et d'élaborer un manuel interculturel et transfrontalier qui permette de croiser les regards à propos de thèmes consensuels ou délibérément polémiques. Enfin, cinquièmement, il faut promouvoir l'enseignement des langues nationales et étrangères – une langue cesse d'être étrangère dès lors qu'elle est apprise – ainsi que de la traduction et de la littérature comparée, qui constituent de véritables vecteurs d'interculturalité. Je voudrais ici soutenir la proposition française tendant à inscrire à l'ordre du jour la question de l'enseignement des langues au sein des systèmes éducatifs. Ce sont là autant de défis qu'il importe de relever. Saint-Exupéry a dit, dans *Terre des hommes* : « *L'homme se découvre quand il se mesure avec l'obstacle* ».

٢٩,١ السيد أبو ليلى (مصر) النص الكامل:

باسم الله الرحمن الرحيم، السيد رئيس المجلس التنفيذي، السيد رئيس المؤتمر العام، السيدة المديرية العامة، أصحاب السعادة، السيدات والسادة الحضور، في البداية أتوجه بالشكر إلى المديرية العامة على العرض التفصيلي الذي قدمته خلال الجلسة الافتتاحية للدورة والذي يسهم بلا شك في توضيح الصورة والحقائق المتصلة بتنفيذ برامج اليونسكو والوضع المالي للمنظمة. ولقد شرعت مصر في عملية تحول شاملة انخرطت فيها استجابة لتطلعات شعبيها ولذلك فإن مصر تتطلع إلى مواصلة التعاون الممتاز القائم مع اليونسكو بقيادة السيدة المديرية العامة على مختلف الأصعدة. ويسرني أن أشير في هذا السياق إلى توقيع اتفاق إنشاء مركز لليونسكو من الفئة ٢ في مدينة سرس الليان المصرية بهدف تعزيز برامج محو الأمية وتعليم الكبار في مصر والمنطقة. واسمحوا لي أيضاً أن أنتهز هذه الفرصة لتوجيه أسى آيات الشكر والتقدير للسيدة إيرينا بوكوفا على المساعدة الفورية والفعالة التي قدمتها من ميزانية اليونسكو إلى مصر بعد تعرض متحف الفن الإسلامي في القاهرة ومحتوياته في كانون الثاني/يناير الماضي لدمار واسع نتيجة التفجير الإرهابي الذي استهدف مبنى مديرية أمن القاهرة المجاور لمبنى المتحف، ونعرب عن أملنا في أن تقوم المنظمة بتشجيع الدول الأعضاء والشركاء والمعنيين على تقديم الدعم إلى الحكومة المصرية في جهودها الحالية لإعادة المتحف إلى وضعه السابق.

٢٩,٢ السيد رئيس المجلس التنفيذي، السيدة المديرية العامة، لقد اطعنا على التقارير المقدمة في إطار البندين ٤ و٥ من جدول الأعمال. واتصالاً بذلك فإننا نرحب بالعديد من التوصيات التي توصل إليها الفريق التحضيري للمجلس التنفيذي خلال اجتماعه الأخير. كما نود إبراز عدد من القضايا التي تحتاج إلى توضيح ومناقشة أكثر تعمقا في إطار أعمال هذه الدورة. وتتصل القضية الأولى بمدى تأثير الإصلاحات الهيكلية الجارية على مستوى المقر، ومن بينها الخفض المستمر لأعداد الموظفين المؤهلين وعملية نقلهم، وكذا إلغاء الوظائف، على فاعلية تنفيذ البرامج الرئيسية للمنظمة بقطاعاتها المختلفة. بينما تشير القضية الثانية إلى أن عملية إصلاح شبكة الحضور الميداني وتحقيق اللامركزية لم تعكس إصلاحاً أو تقوية للمكاتب الميدانية بل بالعكس، كما هو الحال بالنسبة إلى مكتب القاهرة ومكاتب أخرى. ونعتقد أن توجه المديرية العامة الحالي كان يحتاج إلى مزيد من الإعداد والترتيب وتجهيز هذه المكاتب بالوسائل والخبرات اللازمة بما يؤهلها للقيام بأدوارها حتى لا تواجه المنظمة صعوبات في تطبيق برامجها وأولوياتها، وعلى رأسها أولوية

أفريقيا وكذا أولوية تحقيق المساواة بين الجنسين. وتؤكد القضية الثالثة أنه ما زالت الأزمة الناتجة عن امتناع بعض الدول عن دفع مساهماتها في الميزانية العادية تلقي بظلالها السلبية على كل الجوانب الموضوعية والبرامجية والمالية والإدارية للمنظمة. وفي هذا الصدد نود طرح سؤالين: هل توجد أوجه خلل ناشئة عن الأزمة المالية ستسبب ضرراً طويلاً المدى أو بصورة دائمة وغير قابلة للإصلاح حتى يفرض تلقي هذه المساهمات المالية مستقبلاً؟ وكيف يمكن إرساء نظام مالي دائم وقابل للتنبؤ في مثل الظروف الحالية؟ كما نريد أن نطلع على خطة الأمانة فيما يتعلق بتنفيذ المشروعات المخصص لها موارد خارجة عن الميزانية؟

٢٩.٣ السيد الرئيس، ما زالت مصر تتطلع إلى دور رائد وفعال لليونسكو في خطة التنمية لما بعد عام ٢٠١٥. فهناك المزيد مما يمكن وينبغي فعله، سواء فيما يخص جودة التعليم أو ما يتعلق بمجال الثقافة والتنمية أو ما يتصل بضمان أن تستمر فعالية هذه المنظمة بعد ٧٠ عاماً من تأسيسها.

٢٩.٤ السيد الرئيس، إنه لمن دواعي الأسف أن نجد أنفسنا مضطرين لأن نبرز عدم إحراز تقدم في الجهود الرامية إلى حماية المقدسات الدينية ومواقع التراث الثقافي الفلسطيني، بما في ذلك البعثة التقنية لليونسكو للقدس، خاصة أن الوضع قد تدهور بصورة بالغة خلال الفترة الماضية في القدس المحتلة. وإننا من هذا المنطلق ندعو الجميع إلى الوفاء بمسؤولياتهم كاملة للتصدي لهذا الوضع، وهي العملية التي تظل من صميم مسؤوليات واختصاصات منظمة اليونسكو وباتت أكثر إلحاحاً من أي وقت مضى.

٢٩.٥ السيدات والسادة، أود أن أختتم هذه الكلمة بالتأكيد على أن مصر سوف تسعى بكل طاقتها إلى دعم جهود هذه المنظمة، لكي تصبح أكثر فاعلية وذات مكانة رائدة في منظومة الأمم المتحدة، وتتمكن من تحقيق كافة الأهداف المنشودة منها سواء على المستويات الوطنية أو الدولية. والسلام عليكم ورحمة الله وبركاته.

(29.1) **M. Abou Leila (Égypte) in extenso**
(traduit de l'arabe) :

Au nom de Dieu, le Clément et le Miséricordieux, Monsieur le Président du Conseil exécutif, Monsieur le Président de la Conférence générale, Madame la Directrice générale, Excellences, Mesdames et Messieurs, je voudrais tout d'abord remercier la Directrice générale pour l'exposé détaillé qu'elle a fait durant la séance d'ouverture de la session. Cet exposé clarifie indiscutablement la situation générale, les faits liés à l'exécution des programmes de l'UNESCO et la situation financière de l'Organisation. L'Égypte, qui a engagé une procédure de changement global pour répondre aux attentes de son peuple, aspire à poursuivre son exceptionnelle coopération avec l'UNESCO, sous la conduite de la Directrice générale, à tous les niveaux. À ce sujet, je suis heureux d'annoncer la signature de l'accord portant création, à Sirs El-Layyan (Égypte), d'un centre de catégorie 2 de l'UNESCO pour le renforcement des programmes d'alphabétisation et d'éducation des adultes en Égypte et dans la région. Je voudrais en outre saisir cette occasion pour exprimer à Mme Irina Bokova mes plus vifs remerciements et ma plus profonde gratitude pour l'aide efficace qu'elle a immédiatement offerte à l'Égypte, sur le budget de l'Organisation, après les graves dégâts subis par le bâtiment et les collections du Musée de l'art islamique au Caire, en janvier 2013, suite à l'explosion d'origine terroriste qui visait le bâtiment de la préfecture de police situé à proximité du musée. Nous espérons que l'Organisation encouragera les États membres et les partenaires concernés à appuyer les efforts actuellement déployés par le Gouvernement égyptien pour la remise en état de ce musée.

(29.2) Monsieur le Président du Conseil exécutif, Madame la Directrice générale, nous avons examiné les rapports présentés au titre des points 4 et 5 de l'ordre du jour, et nous nous félicitons des nombreuses recommandations formulées par le Groupe préparatoire du Conseil exécutif lors de sa dernière réunion. Nous souhaitons toutefois attirer l'attention sur un certain nombre de questions qui appellent des éclaircissements et un examen plus approfondi durant la présente session. La première question concerne les incidences que les réformes structurelles en cours au niveau du Siège, notamment la baisse continue du nombre de fonctionnaires qualifiés, leur mutation et la suppression des postes, ont sur l'efficacité de l'exécution des grands programmes de l'Organisation, tous secteurs confondus. La deuxième question concerne la réforme du dispositif hors Siège et la décentralisation, qui n'ont pas débouché sur une réforme ou un renforcement des bureaux hors Siège, bien au contraire, comme en témoignent le Bureau du Caire et d'autres encore. L'orientation choisie par la Directrice générale aurait dû faire l'objet d'une préparation et d'une planification plus poussées, et ces bureaux auraient dû être dotés des moyens et des compétences nécessaires pour pouvoir s'acquitter de leurs fonctions et pour que l'Organisation n'ait pas de mal à mettre en œuvre ses programmes et priorités, notamment les priorités Afrique et Égalité des genres. La troisième question a trait à la crise due au non-paiement par certains États de leur contribution au budget ordinaire, qui continue de nuire à l'Organisation sur les plans thématique, programmatique, financier et administratif. À ce propos, nous souhaitons poser deux questions : premièrement, la crise financière cause-t-elle des dysfonctionnements qui auront des effets préjudiciables à long terme, voire permanents et irréversibles, même en cas de versement futur desdites contributions financières ? Deuxièmement, comment pourrait-on mettre en place un régime financier permanent qui puisse anticiper des situations comme celle que nous vivons actuellement ? Nous voudrions en outre connaître le plan établi par le Secrétariat pour la mise en œuvre des projets extrabudgétaires.

(29.3) Monsieur le Président, l'Égypte espère que l'UNESCO jouera avec efficacité son rôle de chef de file dans le cadre du programme de développement pour l'après-2015. Il reste encore beaucoup à faire, qu'il s'agisse de l'éducation de qualité, de la culture et du développement, ou des mesures à prendre pour que l'UNESCO reste efficace 70 ans après sa création.

(29.4) Monsieur le Président, il est regrettable que nous soyons obligés de souligner l'absence de progrès dans les efforts visant à protéger les sites religieux et ceux du patrimoine culturel palestinien, notamment le fait que la mission technique de l'UNESCO ne se soit pas rendue à Jérusalem, d'autant que la situation à Jérusalem occupée s'est considérablement détériorée ces derniers temps. Nous invitons donc toutes les parties à assumer pleinement leurs responsabilités pour mettre un terme à cette situation, car cette question – qui est devenue plus pressante que jamais – relève de la responsabilité et des domaines de compétence de l'UNESCO.

(29.5) Mesdames et Messieurs, pour conclure, je tiens à souligner que l'Égypte fera tout son possible pour appuyer les efforts déployés par l'UNESCO afin que celle-ci devienne plus efficace, joue un rôle de premier plan dans le système des Nations Unies et atteigne tous les objectifs escomptés, tant au niveau national qu'international. Que la paix ainsi que la miséricorde et la bénédiction de Dieu soient sur vous.

30.1 **Sr. Muñoz Ledo (México) *in extenso*:**

Señora Directora General, señor Presidente de la Conferencia General, señor Presidente del Consejo Ejecutivo, señora Presidenta del Grupo Preparatorio, distinguidos miembros del Consejo Ejecutivo: en 2015 la UNESCO cumplirá setenta años. Desde su fundación, la Organización ha colaborado con los Estados que la componen, y que son parte consustancial de su acción, en la contribución a la paz, la justicia, los derechos humanos y las libertades fundamentales a través de la educación, la ciencia y la cultura. Esperamos que así siga siendo.

30.2 México reconoce el empeño decidido de la Directora General y de sus colaboradores para que la Organización cumpla con las prioridades establecidas por los Estados Miembros, así como los esfuerzos para que la Estrategia a Plazo Medio 2014-2021 sea congruente con los escasos recursos disponibles, sobre todo en términos de las ingentes necesidades de desarrollo. Durante los últimos meses, los Estados Miembros han hecho resaltar la necesidad de aumentar la eficiencia de la acción de la UNESCO en un contexto financieramente desfavorable. Para ello hemos convenido, de manera general, en los medios para alcanzar esta tarea, a saber, la concentración de objetivos y la integración de recursos, sin por ello sacrificar el equilibrio que debe existir entre sus funciones constitucionales, que sustenta la columna vertebral de la UNESCO. Hemos buscado una mayor racionalidad en la presentación de informes de ejecución y se ha mejorado, sin duda, su formato y contenido. La calidad de la reflexión y la eficacia no se pueden medir en volumen de papel impreso. Por ello, la combinación de criterios basados en los resultados con la capacidad misma de adaptación a las nuevas demandas representa una forma apropiada de evaluar la acción de la UNESCO. Debemos seguir avanzando hacia una mayor transparencia y perfeccionando el sistema institucional de rendición de cuentas. Sin embargo, los ajustes presupuestarios tienen sus límites. Hoy en día nos encontramos en ese punto en el cual una disminución forzada del Programa no traería consigo una reducción en los gastos generales, y en el que, por el contrario, un aumento de las actividades programáticas implicaría una caída proporcional de los gastos generales. La universalidad de la UNESCO debe seguir marcando la orientación de sus acciones. Con esa vocación, los Estados Miembros no solo se encuentran comprometidos con el cumplimiento de los nobles propósitos con los que la Organización fue creada, sino que también están llamados a acompañar su revitalización y mantener su liderazgo en el sistema de las Naciones Unidas en sus esferas de competencia.

30.3 Señor Presidente: la delegación de México se enfocará en los temas que conciernen a la contribución de la Organización a la elaboración de la agenda para el desarrollo después de 2015. En primer lugar me refiero a la educación. Como lo expresó el Secretario de Educación Pública, Emilio Chuayffet, en la pasada reunión de la Conferencia General, México tiene claro que la educación es un derecho fundamental que permite el ejercicio de los demás derechos humanos y que solo con

una educación de calidad, con equidad y de carácter inclusivo, un país puede escribir su propia historia. Hemos tomado nota con aprecio del documento 194 EX/6, el cual consideramos como una base de trabajo para definir las futuras prioridades de la educación, en estrecha consulta con los Estados Miembros. La Reunión Mundial de la Educación Para Todos que tendrá lugar en Omán en mayo nos dará una nueva oportunidad para avanzar en el proceso definitorio, en convergencia con otros esfuerzos regionales e internacionales en el ámbito de la educación.

30.4 En segundo término, México considera que la UNESCO es un aliado estratégico para construir una agenda para después de 2015 integral, ambiciosa y transformativa. En este sentido, estima relevante concentrar sus esfuerzos en mejorar la educación de calidad con equidad, ampliar y difundir el conocimiento científico, promover y salvaguardar el patrimonio cultural y fomentar el acceso a la tecnología y la innovación con miras a combatir la ignorancia, eliminar la pobreza extrema y sentar las condiciones de desarrollo, inclusión y bienestar que nos demanda la humanidad.

30.5 El patrimonio y las tradiciones culturales son esenciales en la construcción de las identidades de los pueblos y sostienen, en su conjunto, la convivencia pacífica entre las naciones. México refrenda su decidido apoyo al fortalecimiento de la Convención de 1970, tanto a través de su Comité Subsidiario como en el grupo de trabajo que elabora actualmente la propuesta de directrices operacionales de la Convención.

30.6 Señor Presidente: México reitera su compromiso con el proceso de revitalización de la Organización que encabeza la Directora General. Tenemos confianza en que su visión humanista llevará a la Organización a buen puerto y en que sus incansables esfuerzos traducirán una UNESCO más visible, desde luego pertinente y siempre indispensable.

(30.1) **M. Muñoz Ledo (Mexique) *in extenso***
(traduit de l'espagnol) :

Madame la Directrice générale, Monsieur le Président de la Conférence générale, Monsieur le Président du Conseil exécutif, Madame la Présidente du Groupe préparatoire, distingués membres du Conseil exécutif, en 2015, l'UNESCO aura 70 ans. Depuis sa création, l'Organisation collabore avec les États membres qui la composent et qui font partie intégrante de son action, contribuant à la paix, à la justice, aux droits de l'homme et aux libertés fondamentales par l'éducation, les sciences et la culture. Nous espérons qu'il continuera d'en être ainsi.

(30.2) Le Mexique salue l'engagement résolu de la Directrice générale et de ses collaborateurs pour faire en sorte que l'Organisation réponde aux priorités fixées par les États membres, ainsi que les efforts déployés pour que la Stratégie à moyen terme 2014-2021 soit compatible avec les faibles ressources disponibles, notamment pour ce qui est des immenses besoins en matière de développement. Ces derniers mois, les États membres ont fait ressortir la nécessité d'accroître l'efficacité de l'UNESCO dans un contexte défavorable sur le plan financier. C'est pourquoi nous sommes convenus, d'une manière générale, des moyens d'y parvenir, à savoir la concentration des objectifs et l'intégration des ressources, sans pour autant sacrifier l'équilibre qui doit exister entre les différentes fonctions statutaires de l'Organisation, qui constituent l'épine dorsale de l'UNESCO. Nous avons également recherché une plus grande rationalité dans la présentation des

rapports sur l'exécution du programme, dont la forme et le fond ont sans nul doute été améliorés. La qualité de la réflexion et l'efficacité ne sauraient être mesurées à l'aune de la quantité de papier imprimé. C'est pourquoi des critères fondés sur les résultats, combinés à la capacité de s'adapter aux nouvelles demandes, constituent un moyen approprié d'évaluer l'action de l'UNESCO. Nous devons poursuivre notre marche en avant vers une plus grande transparence et un meilleur système d'obligation redditionnelle au sein de l'Organisation. Néanmoins, les ajustements budgétaires ont leurs limites. Aujourd'hui, nous en sommes à un point où une diminution forcée du programme n'entraînerait pas de réduction des frais généraux, mais où, au contraire, une augmentation des activités de programme impliquerait une baisse proportionnelle de ces coûts. L'universalité de l'UNESCO doit continuer d'orienter son action. Avec cette vocation, les États membres s'engagent non seulement pour la réalisation des nobles objectifs pour lesquels l'Organisation a été créée, mais ils sont également appelés à accompagner sa redynamisation et à préserver son leadership au sein du système des Nations Unies dans ses domaines de compétence.

(30.3) Monsieur le Président, la délégation mexicaine souhaite aborder plus précisément les thèmes concernant la contribution de l'Organisation à l'élaboration de l'agenda pour le développement post-2015. Premièrement, l'éducation. Comme l'a indiqué le Ministre de l'éducation publique, M. Emilio Chuayffet, à la dernière session de la Conférence générale, le Mexique affirme clairement que l'éducation est un droit fondamental permettant l'exercice des autres droits humains et que seule une éducation de qualité, équitable et inclusive, permet à un pays d'écrire sa propre histoire. Nous avons pris note avec satisfaction du document 194 EX/6, que nous considérons comme une base de travail pour définir, en étroite consultation avec les États membres, les futures priorités en matière d'éducation. La Réunion mondiale sur l'EPT, qui se tiendra à Oman en mai, nous offrira une nouvelle occasion de faire avancer ce processus de définition des priorités, parallèlement aux autres efforts régionaux et internationaux dans le domaine de l'éducation.

(30.4) Deuxièmement, le Mexique considère l'UNESCO comme un allié stratégique dans l'élaboration d'un agenda post-2015 complet, ambitieux et transformateur. À cet égard, il estime qu'il serait pertinent de concentrer ses efforts sur l'amélioration d'une éducation de qualité et équitable, l'élargissement et la diffusion des connaissances scientifiques, la promotion et la sauvegarde du patrimoine culturel, ainsi que la promotion de l'accès à la technologie et à l'innovation, en vue de lutter contre l'ignorance, d'éliminer l'extrême pauvreté et de créer les conditions du développement, de l'inclusion et du bien-être auquel l'humanité aspire.

(30.5) Le patrimoine et les traditions culturelles sont essentiels à la construction de l'identité des peuples et favorisent, dans leur ensemble, la coexistence pacifique des nations. Le Mexique réaffirme son soutien résolu au renforcement de la Convention de 1970, tant à travers son Comité subsidiaire qu'au sein du groupe de travail qui élabore actuellement le projet de directives opérationnelles pour la mise en œuvre de la Convention.

(30.6) Monsieur le Président, le Mexique réitère son engagement en faveur du processus de redynamisation de l'Organisation conduit par la Directrice générale. Nous sommes convaincus que sa vision humaniste mènera l'UNESCO à bon port et que ses efforts inlassables se traduiront par une meilleure visibilité pour l'Organisation, naturellement pertinente et toujours indispensable.

31.1 Mr Malego (Nepal) *in extenso*:

Mr Chair of the Executive Board, Mr President of the General Conference, distinguished delegates, this is the fourth time Nepal has been privileged to serve on the Executive Board since it became a member of UNESCO in 1953. We would like to extend our sincere thanks for the support of Member States for Nepal's election to the Board. It is a pleasure and privilege for me to reiterate the commitment of the Government of Nepal to the goals and principles of UNESCO's Constitution before this august gathering. Nepal attaches great importance to the work of UNESCO as it aims to enhance mutual cooperation among Member States for peace, prosperity and harmony. My delegation expresses sincere appreciation to the Director-General Madam Irina Bokova for her dynamic leadership. The Organization has increased its visibility in the United Nations system despite the challenging environment prevailing today.

31.2 Mr President, UNESCO has played an important role in shaping international policy for generating cooperation among Member States in various initiatives such as education for all (EFA), education for sustainable development (ESD), technical and vocational education and training (TVET), information and communication technology (ICT) and the natural and social sciences, as well as the promotion and preservation of cultural heritage. Under these rubrics, we underline the need to support those least developed countries emerging from conflict and in transition to peace with tools to harness the local potential to address the challenges facing our society. UNESCO and its networks have helped Nepal with the policy guidelines, technical support, and capacity building opportunities. The available resources are not adequate to meet the high demands of our people at present. Nepal, one of the least developed countries (LDCs) and a country in transition, needs to make the utmost efforts to address emerging problems and challenges, such as climate change and natural disasters, food insecurity, illiteracy, insufficient basic and secondary education for girls, large numbers of out of school children, poverty and the preservation of cultural heritage.

31.3 UNESCO's office in Kathmandu is playing an appreciable role, especially for upstream policy-level support, including institutional and organizational capacity building. This has contributed to enhanced cooperation with other bilateral and multilateral development partners in the field of education, in preparing the EFA National Plan of Action for 2015, a ten-year literacy policy and programme framework (2006-2015), and creating a robust education management information system (EMIS) to monitor the progress made in achieving the EFA goals. We also appreciate UNESCO's support in the area of World Heritage (more recently, intangible heritage, and for Lumbini, the Birthplace of the Lord Buddha), which has contributed to sharpening this world heritage site's profile as a symbolic place for global peace and understanding, and we believe that that will help generate interest in international community in the site's preservation and promotion. UNESCO's presence in Nepal, should thus be equipped with adequate resources as we are presently engaged in the preparation of the post-2015 development

agenda, taking into consideration the progress made so far in the implementation of EFA and the MDGs.

31.4 Mr Chairman, information and communication technologies (ICTs) have played very significant role in our socio-economic development efforts. All sectors of UNESCO's mandate such as education, culture and sciences must be integrated with ICTs holistically, particularly in literacy for women, and girls' education. With UNESCO's support, the Government of Nepal recently conducted the national 2015 EFA assessment. We find that achieving EFA remains a key, yet unfinished agenda. Future orientations for education need to go beyond the EFA goals; access, equity and quality of education, learning, teachers, and skills development should feature prominently in the post-2015 agenda. Beyond 2015, lifelong learning should be considered a key, guiding principle; equitable and inclusive access to quality learning should be ensured for all at all levels; education systems should enable all children, young people and adults to participate actively and responsibly within their communities and in the interconnected and globalized world.

31.5 Our tangible and intangible cultural heritage is not only our identity and property; it is also the property of future generations and the most prominent cash crop for our development. UNESCO must promote strategies to link the natural and cultural heritages with income generation and poverty reduction in communities surrounding cultural sites, helping promotion of the tourism industry. Youth is the most promising of human resources and has the most potential for social and economic transformation in the present as well as in the future. We underlined the need to strengthen the National Commissions, devising plans to engage youth with the local authorities to promote climate change education, poverty reduction, and to ensure a culture of sustainable peace and social harmony and inclusive participation in civil societies.

31.6 UNESCO should also look into ways of promoting South-south cooperation, taking into account the role of regional intergovernmental organizations. UNESCO might further strengthen its partnership with the South Asian Association for Regional Cooperation (SAARC) based in Kathmandu, within the competence of both organizations. After the successful elections to the Constituent Assembly in November last year, the Government of Nepal is making its utmost efforts to build a new constitution. Restructuring the State under federalism includes social inclusion guaranteeing non-discrimination, proportional representation, quotas, affirmative action and fundamental rights. The right to education is guaranteed under the current Interim Constitution as well. Under the United Nations Peacebuilding Fund project, Nepal is supporting plans for the effective delivery of education services. We are also working on a project for increasing the safety of journalists under the UNESCO/United Nations Peace Fund for Nepal.

31.7 In conclusion, following the mandate of the 37th session of the General Conference, UNESCO should continue in its core areas of work, giving special consideration to the least developed countries. We support Madam Director-General's results-based management approach that will, we hope, increase delivery of services to the targets, people who are in the most need, and provide supplementary resources to enhance the capacity of national institutions and UNESCO's field offices.

32.1 **M. Koko** (Tchad) *in extenso* :

Monsieur le Président de la Conférence générale, Monsieur le Président du Conseil exécutif, Madame la Directrice générale de l'UNESCO, chers collègues membres du Conseil exécutif, c'est à la fois un grand honneur et un immense plaisir pour moi que de prendre part à la première session du Conseil exécutif de l'UNESCO de l'année 2014. Je voudrais féliciter le Bureau et la direction générale de l'UNESCO pour la qualité de la préparation et de l'organisation de nos travaux. J'aimerais aborder, au cours de mon intervention, deux sujets inscrits respectivement aux points 5 et 6 de notre ordre du jour. Il s'agit de la Stratégie opérationnelle révisée pour la priorité Afrique (point 5) et de l'éducation au-delà de 2015 (point 6).

32.2 En ce qui concerne le premier point – priorité globale Afrique –, nous notons avec satisfaction que le continent déploie d'énormes efforts pour son développement socioéconomique. Des résultats importants sont obtenus. Néanmoins, l'Afrique fait encore face à de nombreux défis, notamment les défis de la violence et de l'insécurité et leurs conséquences douloureusement ressenties par nos pays, et c'est le cas pour le Tchad, qui accueille sur son sol de nombreux réfugiés et rapatriés venus des pays voisins ; le défi du changement climatique, avec pour conséquences la désertification et la sécheresse, et dans le cas du Tchad, l'assèchement drastique du lac Tchad, dont la surface est passée de 250 000 km² en 1960 à 2 500 km² aujourd'hui, ce qui constitue un drame pour les 30 millions d'âmes qui vivent directement ou indirectement de la richesse de cet écosystème ; le défi de l'éducation et de la formation professionnelle des jeunes, car malgré les efforts appréciables du gouvernement, les objectifs de l'EPT ne pourront pas être atteints d'ici à 2015, en particulier en ce qui concerne l'égalité des genres, la qualité de l'éducation, l'insertion socioprofessionnelle des jeunes, l'alphabétisation et l'éducation non formelle ; le défi de la santé, avec comme principaux axes la réduction de la mortalité maternelle, néonatale et infantile et la lutte contre le VIH/SIDA, le paludisme et les nouvelles maladies virales. Nous sommes heureux de relever que toutes ces préoccupations figurent en bonne place dans la Stratégie opérationnelle révisée pour la priorité Afrique, qui doit permettre de répondre aux nouveaux problèmes qui se posent dans les domaines de compétence de l'Organisation.

32.3 S'agissant du deuxième point relatif à l'éducation au-delà de 2015, il est impérieux de prendre en compte les acquis des Objectifs du Millénaire pour le développement (OMD), leurs forces et faiblesses, ainsi que leur extension à de nouveaux secteurs tels que la science, la technologie, la recherche, la culture, la communication, l'information, bref, le développement durable. Le Tchad se félicite de la mise en place par l'UNESCO de la Stratégie opérationnelle pour la jeunesse pour la période de la Stratégie à moyen terme (2014-2021), qui prévoit la mise en œuvre d'une vision globale tournée vers l'avenir et qui reconnaît les jeunes en tant qu'agents de changement, de transformation sociale, de paix et de développement durable. Confronté aux problèmes de la qualité de l'éducation et de l'insertion des jeunes dans la vie active, le Tchad a mis en place le Fonds national d'appui à la jeunesse (FONAJ) et le Fonds national d'appui à la formation professionnelle (FONAP). Au niveau du système éducatif, le gouvernement a élaboré et mis en place une Stratégie intermédiaire pour l'éducation et l'alphabétisation (SIPEA) qui prévoit l'amélioration de l'accès, de l'équité et de la qualité pour la période 2013-2015. Cette stratégie, qui a bénéficié d'un

appui du Partenariat mondial pour l'éducation (PME) et d'autres partenaires bilatéraux, a été établie afin de préparer le Plan décennal de développement de l'éducation et de l'alphabétisation pour la période 2015-2025 (PDDEA). En ce qui concerne l'insertion des jeunes dans la vie active et la lutte contre la pauvreté, le Gouvernement tchadien a prévu dans son Plan national de développement (PND) une Stratégie intérimaire pour l'enseignement technique et la formation professionnelle, ainsi qu'une Stratégie pour l'intégration des technologies de l'information et de la communication dans l'enseignement et la formation. Au niveau de la Communauté économique des États de l'Afrique centrale (CEEAC), le Tchad a participé en 2013 à la mise en place du réseau des conseils nationaux consultatifs des jeunes, qui a élaboré un plan d'action opérationnel pour l'insertion socioéconomique des jeunes à partir des TIC. Il est opportun de veiller à ce qu'une adéquation s'établisse entre les ressources humaines, le programme et le budget. À cet égard, le Tchad se félicite des efforts louables déployés par l'UNESCO et les autres institutions du système des Nations Unies en vue de la mise en place de l'agenda post-2015 au profit des États qui n'atteindraient pas les objectifs de l'EPT et les OMD.

33.1 Mr Rachman (Indonesia) in extenso:

Bismillāh ir-raḥmān ir-raḥīm. As-salāmu 'alaikum wa-raḥmatu llāhi wa-barakātuh (In the name of God, the Merciful, the Compassionate. Peace and the mercy and blessings of God be upon you). We would like to congratulate Mr Chairperson of the Executive Board. Madam Director-General, Excellencies, distinguished delegates, Indonesia appreciates the efforts of Madam Irina Bokova and the Secretariat to continuously improve UNESCO, through their analytical approach and quality of information, as evidenced in its reports. We also appreciate the efforts of the Preparatory Group. This way, we can be alerted in time to keep on course or, instead, to reposition our direction and resources, in order to achieve our targeted goals.

33.2 On science, our delegation emphasizes the need for progress in formalizing the Global Geoparks initiative. In the Global Geoparks Network (GGN), as well as in IOC and IHP, UNESCO's Natural Sciences programme shares coherent missions on conservation, sustainable development, and community involvement. On education, Indonesia welcomes the efforts by UNESCO and the United Nations to have education issues carried over into the post-2015 development agenda. There is still wide discrepancy among countries in the quality of education. We must make efforts to keep the emphasis on education as it is the tool most needed for peace and tolerance, economic growth and sustainable development, as well as for human rights development and equality. We understand that knowledge societies start from education, and with it we can establish cultured and civilized societies.

33.3 The Indonesian Minister of Education stated at the Leaders' Forum during the 37th session of the General Conference that the focus on education should be continued beyond 2015 to promote lifelong learning, quality education, and access for all, going beyond primary education, especially to help youth to become global citizens of the world.

33.4 Indonesia supports the inclusion of culture in the next development agenda. Culture was missed in the previous Millennium Development Goals (MDGs), so we will have to make efforts to have culture included in the post-2015 agenda, since culture is the source of moral

development as well as the driver, enabler and enricher of sustainable development. That means calling upon all Member States to commit themselves to the integration of culture into the post-2015 development agenda. We would also like to thank UNESCO for its assistance in the World Culture Forum (WCF) in Bali in November 2013.

33.5 Indonesia currently wishes to propose a category 2 centre, namely an international centre for human evolution research and world heritage management. It is intended to be a centre for excellence in management and capacity-building for human evolution science and research. On media and information, we would like to ask to ask UNESCO to be more alert to the growth of social media, so that we can harness the growth to a more beneficial manner.

33.6 In a regional context, Indonesia and the member countries of the Association of Southeast Asian Nations (ASEAN), are pleased that we have a Framework Agreement for Cooperation between ASEAN and UNESCO, signed at the end of 2013. Indonesia's Funds-in-Trust are ready for implementation, in close coordination with the Secretariat and UNESCO's Jakarta Office. We would like also to submit the historical document of the Bandung 1955 Asian-Africa Conference for inclusion in the Memory of the World Register, since we would like to promote the role of decolonization in achieving a peaceful and just world. We would also like to emphasize the synergy among UNESCO, governments, field offices, National Commissions and the NGOs as well as business. Last but not least, we appreciate the initiative of the distinguished delegation of Egypt and other co-sponsoring delegations in commemorating the 70th anniversary of UNESCO. Finally, I wish all of us a productive conference in the days ahead. We thank you and God bless us. *As-salāmu 'alaikum wa-raḥmatu llāhi wa-barakātuh*.

34.1 Mr Zandamela (Mozambique) in extenso:

Mr Chair, Mr President of the General Conference, Madam Director-General, ladies and gentlemen, allow me to congratulate you upon your election as the Chairperson of the Executive Board of UNESCO. We want to assure you of Mozambique's full support and collaboration in the discharge of your noble duties, and especially in the conduct of the business of the current session of the Board. Mozambique associates itself with the statement delivered by His Excellency the representative of Angola, on behalf of the Africa group. We associate ourselves because the aforesaid statement captures, by and large, the common issues of major concern to which Africa, in tandem with UNESCO, is deeply committed to finding appropriate and durable solutions, not only in the field of education but also deep into the intricacies of culture and science.

34.2 It is therefore within this framework, Mr Chair, that Mozambique attaches greater importance to the whole set of outlined development goals embodied in the strategic programme, mainly Priority Africa. We reiterate our firm commitment to spare no efforts towards this operational strategy, as we believe that its success will greatly contribute to lending a new face, particularly, to the areas targeted by its flagship programme. Let me stress, however, that my delegation is of the view that the implementation of the Priority Africa operational strategy ought to be carried out in line with the equally relevant priorities defined by the African Union in the fields of education, culture and science. In this regard, we highly appreciate UNESCO's continued support in the

implementation of the African Union's Second Decade of Education for Africa (2006-2015).

34.3 We highly commend the work done by the Director-General in the field network reform on Africa, completed with tangible success in 2013. With the new structure, therefore, we hope that the multisectoral regional offices will play a fundamental role in their respective regions, particularly with regard to the critical task of coordination, design, implementation, monitoring and closer assessment of UNESCO programmes in the respective Member States. Multisectoral regional offices must play a critical role in shaping the direction and providing the required technical support to national offices and other UNESCO field desks.

34.4 As we move towards the threshold of 2015, we are fully conscious that most of the MDGs remain far from being achieved in various parts of the developing countries in the world, particularly in Africa. We are confident that UNESCO will continue to support the ongoing efforts towards the attainment of Education for All and advocate for the inclusion of education in the world development agenda. The sentiment expressed during the 37th session of the General Conference was that UNESCO, in undertaking to engage and advance the post-2015 agenda through education, science, culture and information, attests its firm commitment towards attaining this noble goal.

35.1 **M. Doucouré (Mali) in extenso :**

Monsieur le Président du Conseil exécutif, Monsieur le Président de la Conférence générale, Madame la Directrice générale, Mesdames et Messieurs les membres du Conseil, notre propos dans le cadre du débat plénier portera essentiellement sur le point 4 relatif au rapport de la Directrice générale sur les activités de l'Organisation au cours de l'exercice biennal. Qu'il nous soit permis tout d'abord d'adresser nos félicitations au Secrétariat pour la qualité des documents soumis à notre examen. La tendance au cours de l'exercice est fortement marquée par l'invitation faite à la Directrice générale « à poursuivre ses efforts pour garantir l'exécution du programme, financé par le budget du Programme ordinaire et par des fonds extrabudgétaires, en accordant une attention particulière à sa mise en œuvre sur le terrain ». Ceci est en droite ligne avec les recommandations de l'évaluation externe indépendante de l'UNESCO visant à faire face aux contraintes, ce qui justifie manifestement la forte dépendance des programmes de l'Organisation à l'égard des ressources extrabudgétaires. Nous nous associons, au passage, aux propos exprimés par l'Angola au nom du Groupe V.

35.2 Le grand programme I s'est attelé à la réalisation de l'Éducation pour tous (EPT) et à la définition de la place de l'éducation dans le programme de développement pour l'après-2015. La réalisation des objectifs de l'EPT d'ici à 2015 reste prioritaire, mais le manque de solidarité et les conséquences des politiques d'ajustement structurel constituent de sérieux freins dans les pays les moins avancés (PMA), en dépit des efforts de coordination. Les espoirs se porteront sur l'Initiative mondiale pour l'éducation avant tout. À cet égard, l'Initiative pour la formation des enseignants en Afrique subsaharienne ainsi que le Consensus de Shanghaï sont des orientations stratégiques importantes, notamment en ce qui concerne les priorités globales. Mon pays vient de procéder au lancement devant les élus de la nation du Rapport mondial de suivi sur l'EPT, dont un exemplaire a été remis au Premier Ministre.

35.3 En ce qui concerne le grand programme II, nous notons la promotion de la science au service du développement durable, le renforcement des capacités à travers des masters et des thèses et la promotion, surtout en Afrique, de l'enseignement des sciences et des sciences de l'ingénieur, dans le cadre du Centre international Abdus Salam de physique théorique (CIPT). Au registre de la priorité globale Afrique, nous notons la Déclaration de Nairobi issue de la première Conférence ministérielle africaine sur la science, la technologie et l'innovation, la coopération Sud-Sud à travers le réseau des universités africaines, et l'enquête exploratoire sur les énergies nouvelles et renouvelables en Afrique orientale.

35.4 S'agissant du grand programme III, il faut saluer MINEPS V et l'adoption de la Déclaration de Berlin, et noter l'augmentation du nombre d'États parties à la Convention internationale contre le dopage dans le sport, ainsi que la tenue, durant la 37^e session de la Conférence générale, du 8^e Forum des jeunes. Plus spécifiquement, nous notons le Forum des ministres du développement social des États membres de la CEDEAO qui a eu lieu à Accra en décembre 2013.

35.5 Le grand programme IV s'est penché sur l'action normative, le rôle de la culture dans le développement durable et la gestion des conséquences destructrices des conflits ou de l'instabilité sociale pour le patrimoine culturel. Au Mali, deux ateliers ont porté d'une part sur les leçons des accords passés et sur le cantonnement, et d'autre part sur la réinstallation de l'administration et des services sociaux de base dans le Nord et l'évaluation de la mise en œuvre de l'accord préliminaire de Ouagadougou. Il s'agit d'une étape cruciale dans le processus de réconciliation nationale et pour l'application de cet accord le 18 juin 2013. Elle préfigure les pourparlers politiques inclusifs ainsi que le chantier de reconstruction des mausolées, monuments et sites historiques. Par ailleurs, l'inscription en décembre 2013 sur la Liste représentative du patrimoine culturel immatériel de l'humanité des « Pratiques et savoirs liés à l'imzad des communautés touarègues de l'Algérie, du Mali et du Niger » a été célébrée en même temps que le lancement de l'inventaire national du patrimoine culturel immatériel. C'est l'occasion de réitérer nos chaleureux remerciements à la direction générale de l'UNESCO ainsi qu'à la communauté internationale tout entière.

35.6 Le grand programme V – Communication et information est la grande victime des contraintes budgétaires, au même titre que les sciences sociales et humaines. On peut néanmoins retenir à son actif la promotion de l'indépendance et du pluralisme des médias.

The meeting rose at 6.55 p.m

THIRD MEETING

Tuesday 8 April 2014, 10.10 a.m. – 1 p.m.

Chair: Mr Amr

REPORTING ITEMS (*continued*)

Item 4.I: Implementation of the programme and budget, and results achieved in the previous biennium (2013-2013 – 36 C/5) (Draft 38 C/3) (*continued*)
(192 EX/4 Part I and Add-Add.2; 4.INF.4)

Item 4.II: Budgetary situation of the Organization for 2012-2013 (36 C/5) as at 31 December 2013 (unaudited), budget adjustments arising from donations and special contributions received, and Management Chart for programme execution in 2012-2013 (unaudited) (*continued*) (192 EX/4 Part II; 192 EX/4.INF.2; 192 EX/4. INF.3)

Item 4.III: Follow-up to the independent external evaluation of UNESCO (IEE), and implementation of the roadmap (*continued*) (194 EX/4 Part III; 194 EX/4.INF)

Item 4.IV: State of progress of the reform of the field network (*continued*) (194 EX/4 Part IV and Add.)

Item 5: Follow-up to decisions and resolutions adopted by the Executive Board and the General Conference at their previous sessions

Item 5.I: Programme issues (*continued*) (194 EX/5 Part I and Add.-Add.2)

Item 5.II: Management issues (*continued*)
(194 EX/5 Part II)

Item 5.III: Human resources issues (*continued*)
(194 EX/5 Part III and Add.-Add.2)

Plenary debate (*continued*)

1. **The Chair** opened the meeting.

2.1 **Mr Monji** (Japan) *in extenso*:

Mr Chair, Madam Director-General, distinguished delegates, this is the first governing body meeting in the biennium under document 37 C/5 as well as the ongoing expenditure plan and staff restructuring plan. It is imperative, therefore, for Member States to discuss UNESCO's programme implementation and organizational management based on its current administrative performance. I would like to commend the streamlining efforts now underway on the initiative of the Director-General. Nevertheless, as programme implementation is inevitably subject to the adverse effects of budget cuts, Member States and the Secretariat alike must further develop an awareness of results-based management, through which UNESCO can maintain a comparative advantage in its fields of competence.

2.2 Concerning the staff restructuring plan, it is vital that the Secretariat implements the plan with much transparency so that both the staff within the Organization and the Member States may better understand the restructuring process. While the reorganization of staffing appears unavoidable under the current circumstances, we hope that this will proceed in a rational manner without UNESCO losing its valuable expertise.

2.3 Mr Chair, let me touch upon a few issues regarding UNESCO programmes. As education should play a crucial role in setting the post-2015 development agenda, I would like to emphasize that the effort to make the post-2015 education agenda truly conducive to

sustainable development is one of the top priorities for UNESCO this year. With regard to education for sustainable development (ESD), I would like also to remind you that Japan will host the UNESCO World Conference on Education for Sustainable Development this November, in the firm belief that ESD is an indispensable element for building a sustainable society and realizing quality education. I would like to take this opportunity to reiterate my government's strong hope and expectation that high-ranking representatives from the Member States and other stakeholders will participate in this crucial meeting.

2.4 Regarding the sciences, Japan has provided assistance for post-flood disaster reconstruction and disaster prevention in collaboration with UNESCO through various projects, and has also promoted the idea of "sustainability science" with a view to realizing a sustainable society. We wish to enhance cooperation with the Secretariat to further develop approaches that reflect the concept of sustainability science in relevant projects. We are also committed to supporting UNESCO's efforts in such fields as land and ocean water and the biosphere.

2.5 With respect to culture, Japan is keen to continue its contribution to solving issues relating to the implementation of UNESCO cultural conventions, including the 1972 World Heritage Convention and the 2003 Convention for the Safeguarding of the Intangible Heritage. In this respect, we consider that the States Parties to the World Heritage Convention need to further deepen discussions on the mid- and long-term issues regarding the future of the Convention, in cooperation with the Secretariat and advisory bodies.

2.6 With respect to Africa, one of UNESCO's global priorities, Japan has long been active in supporting development efforts worldwide, particularly in Africa. Based on the outcomes of the Fifth Tokyo International Conference on African Development (TICAD V) held last year, Japan reaffirms its resolve to continue to make an active contribution to Africa's development.

2.7 Moreover, Japan has been taking a keen interest in the issues faced by small island developing States (SIDS), and we welcome the fruitful discussion at the meeting on UNESCO's actions in SIDS last week. Sharing some of their difficulties, Japan has been standing behind such island countries through the projects under the Japanese Funds-in-Trust and other development cooperation activities. We also hope that the UNESCO SIDS programmes will be implemented effectively in the face of current budgetary restraint.

2.8 Japan also attaches much importance to gender issues, another UNESCO global priority. As Prime Minister Shinzo Abe declared at the United Nations General Assembly last September, Japan is strengthening its assistance to developing countries in order to contribute to the empowerment and advancement of women in society, by implementing overseas development assistance in excess of \$3 billion over three years starting in 2013.

2.9 Mr Chair, in order to show the international community its relevance on the issues of peace and development, UNESCO needs to ensure steady programme implementation in the field, as well as make intellectual contributions through policy advice and recommendations. To that end, it is essential for UNESCO to make strenuous efforts to consolidate its programme implementation system. Given that UNESCO will mark its 70th anniversary in 2015, Japan is willing to cooperate with other Member States and the Secretariat in pursuit of

the noble missions of UNESCO through the reform based on mid- and long-term perspectives, so that we can bequeath our future generations a robust UNESCO that assumes a leading role in advancing valuable programmes against all odds.

3.1. **El Sr. de Berendica y Luxán** (España)
in extenso:

Señora Directora General, Señor Presidente de la Conferencia General, Señor Presidente del Consejo Ejecutivo, Señoras y Señores Delegados Permanentes: Quiero comenzar reiterando mi felicitación al nuevo Presidente de la Conferencia General y al nuevo Presidente del Consejo Ejecutivo, bajo cuya dirección estoy seguro de que este Consejo cumplirá eficazmente con los objetivos que le asigna la Constitución de la UNESCO, para los que contará con nuestra colaboración.

3.2 Empieza una nueva etapa para la Organización, marcada por dos hitos relevantes: por una parte, el mandato renovado de la Directora General, a quien quiero también felicitar una vez más por su brillantísima victoria en el proceso electoral que tuvo lugar el año pasado. Sabe, Sra. Directora General, que seguirá contando con el respaldo de España, que acaba además de serle reiterado por nuestras más altas autoridades en su visita a nuestro país hace solo tres días. Por otra, el paso a una nueva forma de abordar su ciclo programático, que a partir de ahora será cuatrienal y, de manera pionera en el sistema de Naciones Unidas, basado en los resultados.

3.3 Es fundamental, Sra. Directora General y Sr. Presidente del Consejo, que seamos capaces de revisar cómo desempeña el Consejo Ejecutivo su labor de análisis y evaluación de la ejecución del programa de la Organización. Debemos contar con informes de resultados suficientemente analíticos, y tal vez no baste para ello con la autoevaluación y haya que acudir de manera habitual también a la evaluación externa. Estos informes deben servirnos cabalmente para reconocer y resaltar los éxitos y explicarlos a nuestras sociedades; pero también para identificar desafíos que supongan necesidad de cambios en la orientación de los programas o en la manera de desarrollarlos, e incluso eventuales fracasos. Que no nos duelan prendas en saber reconocer y aceptar que deban desembocar en la finalización de proyectos o programas.

3.4 Programar y presupuestar con base en los resultados supone, en definitiva, ser muy conscientes de cuáles son estos resultados. Pero supone también abordar los asuntos de que se ocupa la UNESCO en toda su complejidad sustantiva. No podemos continuar quedándonos solo en los aspectos técnicos, sino que debemos entrar a debatir en sustancia sobre lo que hacemos y por qué lo hacemos. Los ciclos programáticos de cuatro años nos dejan más tiempo para debatir en detalle sobre el fondo de los asuntos. Tampoco debemos dedicar valioso tiempo en nuestras reuniones a debatir sobre asuntos de política internacional que, pese a su gravedad y relevancia, deban ser objeto de atención preferente por parte de otros foros del sistema de las Naciones Unidas.

3.5 En esta 194ª reunión se presentará al Consejo Ejecutivo un proyecto de Memorando de Entendimiento entre la UNESCO y el Centro Internacional Rey Abdullah Bin Abdulaziz para el Diálogo Interreligioso e Intercultural, del que España es país fundador junto con la Arabia Saudita y Austria. Confío en que sea del interés de este Consejo Ejecutivo.

3.6 Sra. Directora General: debo congratularme muy especialmente por la reciente inauguración, honrada con su presencia, del Centro Internacional sobre Reservas de Biosfera Mediterráneas, de categoría 2, en la localidad barcelonesa de Castellet i la Gornal, cuyo Acuerdo constitutivo entre España y la UNESCO he tenido el gran honor de firmar allí con usted, el día 5 del corriente, en nombre de mi Gobierno y en presencia del Ministro del Interior, como usted ha recordado en sus palabras ayer. Este primer centro de categoría 2 con que cuenta la UNESCO en este ámbito de su competencia será ejemplo para la creación de centros de similares características, ya que a problemas globales se ha de responder con una participación mayor de todos los actores de la cooperación para el desarrollo, incluido el sector privado. Así ha ocurrido con este Centro, fruto de la ejemplar colaboración de tres actores: el Gobierno español y la también española Fundación Abertis, por un lado, y la UNESCO, por otro.

3.7 A principios de mayo tendrá lugar una nueva Comisión mixta España-UNESCO, que habrá de ser ocasión para mi país de renovar su compromiso con la Organización y con sus programas y proyectos. España considera que la UNESCO tiene también mucho que aportar en este debate del desarrollo sostenible. Debemos apoyar los esfuerzos de la Organización para que “Cultura y desarrollo” se incluya al menos como objetivo transversal en la agenda para el desarrollo después de 2015. Permítanme en este punto destacar la importante aportación de España al debate, ya que mi país ha defendido en todos los foros de las Naciones Unidas que cultura y desarrollo son dos conceptos claramente ligados. Nuestro compromiso nos ha llevado a financiar con 85 millones de dólares la ventana “Cultura y Desarrollo” del Fondo PNUD-España para el logro de los ODM, que ha puesto en marcha proyectos en la materia en 18 países de América, África, Asia y Europa, con la participación de diversos organismos de las Naciones Unidas, coordinados por la UNESCO sobre el terreno. Parte sustancial de ese mismo compromiso es la candidatura de España a ser miembro del Consejo de Seguridad en el bienio 2015-2016.

3.8 Señoras y Señores Delegados Permanentes: permítanme recalcar que España, comprometida siempre con la protección y la promoción de los Derechos Humanos, valora la importante labor que desde hace años viene llevando a cabo el Comité de Convenciones y Recomendaciones de este Consejo Ejecutivo, en coordinación con los otros organismos del sistema de las Naciones Unidas que tienen entre sus mandatos la protección y la promoción de los derechos humanos.

3.9 Finalmente, debo afirmar que, como miembro de la Unión Europea, España suscribe la intervención que la Embajadora de Italia hizo en nombre de la Unión.

(3.1) **Mr Berendica y Luxán** (Spain) *in extenso*
(translation from the Spanish):

Madam Director-General, Mr President of the General Conference, Mr Chair of the Executive Board, ladies and gentlemen, I should like to begin by again congratulating the new President of the General Conference and the new Chair of the Executive Board, under whose guidance the Board will certainly meet most efficiently the objectives enshrined in the Constitution of UNESCO, and by assuring you of our full cooperation.

(3.2) The Organization is entering a new phase, marked by two important milestones: first, another

term of office for the Director-General, whom I should also like to congratulate once again on her resounding victory in the elections last year – rest assured, Madam Director-General, that you may continue to rely on Spain's support, as reasserted, moreover, by our highest authorities when you visited our country only three days ago; and secondly, the transition to a new approach to its programme cycle, which will henceforth be quadrennial and, breaking new ground in the United Nations system, will be results based.

(3.3) It is vital, Madam Director-General and Mr Chair of the Executive Board, for us to review the method used by the Executive Board to analyse and evaluate the implementation of the Organization's programme. We need sufficiently analytical reports of results; as in-house assessment may fall short of requirements, external evaluation should perhaps become the norm. Such reports must by themselves enable us to recognize and highlight successes and explain them to our societies, and to identify challenges necessitating changes in programme direction or development, and even failures.

(3.4) Results-based programming and budgeting ultimately imply great awareness of what the results are. They also imply examining in full the substantive complexity of the issues addressed by UNESCO. We must not continue to review technical aspects only; we must discuss in detail the substance of what we do and why we do it. The quadrennial programme cycle allows more time for in-depth debate on the substance of issues. Nor must we devote precious sessional time to discussions on foreign-policy issues which, despite their seriousness and importance, should preferably be considered by other bodies in the United Nations system.

(3.5) At the 194th session of the Executive Board, a draft memorandum of understanding between UNESCO and the King Abdullah bin Abdulaziz International Centre for Interreligious and Intercultural Dialogue (KAICIID), founded jointly by Spain, Saudi Arabia and Austria, will be submitted for approval. I hope that it will be of interest to the Executive Board.

(3.6) Madam Director-General, I am particularly delighted at the recent opening, graced with your presence, of the International Centre on Mediterranean Biosphere Reserves, a category 2 centre in the town of Castellet i la Gornal near Barcelona, whose founding agreement between Spain and UNESCO I was honoured to sign with you there on 5 April 2014, on behalf of my government and in the presence of the Minister of the Interior, as you mentioned in your address yesterday. As the first UNESCO category 2 centre in this field of competence, it will set an example for the establishment of similar centres, because all development-cooperation stakeholders, including the private sector, must participate more in tackling world problems. This holds true for the centre, established as a result of exemplary cooperation between three stakeholders – the Spanish Government, Spain's Abertis Foundation and UNESCO.

(3.7) In early May, another Spain-UNESCO Joint Committee meeting will be held, providing an opportunity for my country to renew its commitment to the Organization, its programmes and its projects. Spain considers that UNESCO has much to contribute to the debate on sustainable development. We must

support the Organization's efforts to secure the inclusion of culture and development, at least as a cross-cutting goal, in the post-2015 development agenda. Allow me now to highlight the great contribution that Spain has made to the debate by championing, in all United Nations bodies, the view that culture and development are clearly linked. Our commitment has led us to provide some \$85 million to the "culture and development" thematic window of the Spain-UNDP Fund for the achievement of the Millennium Development Goals (MDGs) under which projects involving various United Nations agencies and coordinated by UNESCO on the ground have been launched in this field in 18 countries in America, Africa, Asia and Europe. A significant feature of this commitment is Spain's bid to become a member of the United Nations Security Council in the 2015-2016 biennium.

(3.8) Ladies and gentlemen, let me stress that Spain, ever committed to the protection and promotion of human rights, values the important work performed by the Executive Board's Committee on Conventions and Recommendations for many years, in coordination with other United Nations bodies mandated to protect and promote human rights.

(3.9) Lastly, I must say that Spain, a member of the European Union, supports the statement made by the representative of Italy on behalf of the European Union.

٤,١ السيد النعيمي (الإمارات العربية المتحدة) النص الكامل:

حضرة رئيس المجلس التنفيذي، حضرة رئيس المؤتمر العام، حضرة المدير العام لليونسكو، أصحاب السعادة أعضاء المجلس التنفيذي المحترمين، السيدات والسادة الكرام، السلام عليكم ورحمة الله وبركاته، اسمحو لي، في بداية مداخلتني، أن أخصّ رئيس المجلس التنفيذي بالشكر والامتنان، منوها بإدارته المهنية لأعمال دورتنا، كما أخصّ أيضاً الأمانة بعبارات التقدير لما بذلته من جهد وما تكبدته من عناء لإعداد وثائق جلسات العمل بشكل يسمح لنا بإحراز التقدم المنشود في القضايا المعروضة أمامنا.

٤,٢ سيدي الرئيس، هذه الدورة الأولى لمجلسنا التنفيذي في عام ٢٠١٤، ولذلك ترتسم أمامنا مساحة من الفرص والتحديات، خصوصاً أن العام الماضي، الذي حفّل بالمواعيد والمحطات والاجتماعات، سمح لنا برسم الخطوط الكبرى للرد على أزمة الميزانية، وعيد الطريق أمامنا بلوغ الأهداف المتوخّاة. ولكن المهمة الرئيسية التي تنتظر الدورة الرابعة والتسعين يعد المانة لهذا المجلس لا تنحصر في الجوانب المالية والإدارية واللوجستية بقدر ما تتركز على مسائل المعنى والجوهر. فإعادة تنظيم الأمانة وترشيد البنية الإدارية والوظيفية تبقى، على أهميتها، أموراً تتعلّق بالشكل والإطار. ولكن لا يمكن التعامل معها بطريقة خلاقة والاستجابة لمقتضياتها من دون رؤية واضحة لأولويات منظمة اليونسكو في السنوات القادمة. وهذا يعني أن اهتماماتنا وهمومنا المستقبلية مشدودة إلى البرامج وتطبيقها، ونجاعة الطرق المنهجية المعتمدة وتأثيرها في الميدان. وهنا يبرز السؤال الملح: ما العمل لكي نُسلح منظماتنا بالقدرات والطاقات والموارد من أجل أن تواجه تحديات ما بعد عام ٢٠١٥. ولا ندعي، أيها السيدات والسادة، امتلاك حجر الفلاسفة وقدرته على اجتراف العجائب، لكن انطلاقاً من حصيلة المناقشات والقرارات التي صدرت عن دورات هذا المجلس الكريم، وبعد استمّاج آراء الخبراء والاختصاصيين، يمكننا أن أصوغ بعض الاتجاهات والخيارات التي أرى فيها بوليصاً تأمين للمستقبل، وأهمها متابعة الإصلاحات، وتفعيل العمل الجاد والجدي في إطار الاستراتيجية المتوسطة الأجل لفترة ٢٠١٤-٢٠٢١، ومتابعة إصلاح المكاتب الميدانية، ومقاربة المسائل بروح المبادرة والمثابرة.

٤,٣ أيها الحضور الكريم، إن عملنا التربوي والتعليمي يصبو إلى تحفيز أجيالنا الطالعة على الاجتهاد والمثابرة، ذلك أن الزمن لم يعد موسم النجاح

العادي فحسب، لأن في قاموس عالم اليوم، كما في قاموس اقتصاده المعولم، حلت مفردة الامتياز أو التفوق محل مفردة النجاح. كما أن علينا أن نتحول إلى مجتمع المعرفة الذي هو ثلاثي الأبعاد تنمية وتربية واستيعاباً للتقنيات الموازية والمناسبة والحديثة. ولا شك في أن التربية الحديثة هي أداة التحول، عبر التعليم والتعلم، إلى مجتمع المعرفة بكل أبعادها. وهذه القناعة يشاطرنا إياها كل أعضاء هذا المجلس الكريم. وقد تكون هناك تباينات شكلية أو تكتيكية في الربط بين الوسائل والأهداف والمنطلقات والمرامي. ولكن في العمق والجوهر، ثمة تآلف في النظرة إلى إعطاء بُعد إقليمي للأولويات وإيجاد لجان من الخبراء والاختصاصيين لمواكبة تطبيق البرامج والعودة إليها كمرجعية للاستئناس بأرائها وتصحيح خط الرماية. وتبين لي أن التقييم الخارجي المستقل لليونسكو يوصي بتشكيل هذه اللجان المواضيعية لإطلاق نوع من الديناميكية في العمل وتغليب روح الابتكار على ما عداها من مقاربات مطروقة ومكررة لم تعد ذات نجاعة أمام التحديات الراهنة والمستقبلية.

٤،٤ أيها الحضور، إن عالمنا العربي يقف من جديد أمام تحديّ تجاوز مشكلاته وبناء مجتمعات متصالحة بعضها مع بعض، والارتقاء إلى زمن الحداثة. وهذه الحركة التي تترافق أحياناً وارتدادات إلى الوراء، مسكونة بالهاجس المستقبلي المشدود إلى ديمقراطية القول والفعل والتعددية وتآلف الاختلاف الثقافي والديني والحضاري، من حيث هو انفتاح وتسامح وتداخل في المصائر. ولا أتجاوز الحقيقة التاريخية عندما أقول إن منطقتنا العربية مفلطحة على احترام التعددية. وهذا جزء لا يتجزأ من تاريخها ونسيجها ونبض يومياتها. ونحن في دولة الإمارات العربية المتحدة خبرنا هذا الواقع التعددي. ودولتنا تشد الرحال إلى اقتصاد المعرفة، وتصور التنوع الفكري والحضاري، وتروج للمعرفة الإنسانية ذات الضفاف البعيدة. لكل ذلك نهيب باليونسكو المساعدة على احتضان كل ثوابتنا، وأولها تراثنا الإسلامي-المسيحي المقدس في القدس، مسرى صلاتنا. ولا بد من المحاولة من جديد، ضمن المساعي العربية والدولية لوقف التهويد الزاحف إلى المدينة القديمة. ويهمننا أيضاً تعزيز أوضاع المؤسسات الثقافية والتعليمية في الأراضي العربية المحتلة.

٤،٥ أيها الحضور الكريم، سيداتي سادتي، في هذا الوقت الانعطافي الثمين من مسيرة منظمة اليونسكو، مختبر الأفكار التي تعيد بناء العالم وتتحكم في أقداره ومصائر جماعته ومجتمعاته، كما يقول المفكر جاك أتالي، أجدد أمامكم التزام دولة الإمارات العربية المتحدة برسالة هذه المنظمة، صاحبة الريادة في مجالات اختصاصها، وبأهدافها النبيلة، وبدفاعها الدائب الذي لا يستكين عن الكرامة الإنسانية. وأدعو من هنا إلى بناء مجتمعات المعرفة، وإقامة شبكات الأدمغة لصوغ خريطة الطريق إلى إنسانية الألفية الثالثة وصولاً إلى القواسم المشتركة، لولوج مرحلة استراتيجية جديدة من مسيرة منظمنا، مع تمنياتي بتحقيق الأهداف المنشودة.

(4.1) Mr Alneaimi (United Arab Emirates)
in extenso (translation from the Arabic):

Mr Chair of the Executive Board,
Mr President of the General Conference, Madam
Director-General of UNESCO, 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). First,
please allow me to begin my statement by expressing
my warmest gratitude to the Chair of the Executive
Board for his skilful management of the proceedings
of this session. I would also like to thank the
Secretariat for its hard work in preparing the working
documents to allow us to make the desired progress
on the issues before us.

(4.2) Mr Chair, this is the Executive Board's first
session of 2014; for that reason, many opportunities
and challenges lie before us, especially given that last
year, a year of deadlines, milestones and meetings,
we managed to formulate the broad lines of a
response to the budget crisis, paving the way to

achieve the goals that have been set. Nevertheless,
the main challenge facing this Board's 194th session
goes beyond financial, administrative and logistical
matters; it revolves in like measure around issues of
meaning and substance. Restructuring the Secretariat
and streamlining the administrative and staff structure,
while extremely important, are tasks still relating to the
shape and framework of the Organization; but we will
not be able to find creative and effective responses to
its needs unless we have a clear vision of UNESCO's
priorities for the coming years. That means that our
attention and concern in future should focus on the
programmes and their execution, the utility of the
programmatic methods adopted and their
effectiveness in the field. And here an urgent question
arises: what should be done to equip our Organization
with the capabilities, energies and resources needed to
tackle the challenges beyond 2015? Ladies and
gentlemen, we do not claim to possess a
philosopher's stone and its power to perform wonders;
starting with the results of the discussions and
decisions of this Board's sessions and after blending
in the views of the experts and specialists, we can
formulate some approaches and options in which I
discern an insurance policy for the future. The most
important of these are the continuation of the reforms,
the launch of the earnest and serious work under the
Medium-Term Strategy for 2014-2021, pursuit of field
office reform and an approach to problems in a spirit
of initiative and perseverance.

(4.3) Ladies and gentlemen, our work in education
seeks to encourage effort and assiduity in the rising
generations. For the present time is no longer a
season of run-of-the-mill success: in the dictionary of
the world today, as in the dictionary of its globalized
economics, the terms "excellence" and "above-
average performance" have replaced the term
"success". We must move towards the knowledge
society, which has three dimensions – development,
education and assimilation of parallel, relevant and
modern techniques. There is no doubt that modern
education is a tool for moving, through teaching and
learning, to the knowledge society with all its
dimensions. This conviction is shared by all of us,
Members of this esteemed Board. There may be
formal or tactical differences with regard to the
connection between means and ends, the points of
departure and the goals. However, essentially, there
is harmony on the idea that priorities should be given
a regional dimension and that committees of experts
and specialists should be set up to monitor the
execution of programmes, seeking their views as
sources of authority and with a view to correcting
course. I am told that the independent external
evaluation of UNESCO recommends the
establishment of thematic committees to introduce a
measure of dynamism to the work as well as
innovation in place of well-worn and repeatedly tried
approaches which are no longer of use in the face of
current and future challenges.

(4.4) Ladies and gentlemen, our Arab world once
more faces a challenge transcending its problems, the
construction of societies at peace with each other and
progress towards modernity. This progress, attended
at times by reverses, is haunted by apprehensions
regarding democracy of speech and deed, diversity
and the reconciliation of differences of culture, religion
and civilization whence come openness, tolerance
and the interlocking of destinies. I am not disregarding

historical fact when I say that our Arab region is endowed with respect for diversity. It is an inseparable part of our history, our social fabric and the pulse of daily life. We in the United Arab Emirates have experienced the reality of such diversity. Our country is beginning the journey to a knowledge economy, upholding intellectual and cultural diversity and promoting far-reaching human knowledge. For all that, we appeal to UNESCO for support in safeguarding all of our lodestars, the first of which is our Islamic and Christian heritage in Jerusalem, the focus of our prayers. It is necessary to try once more, through Arab and international efforts, to halt the creeping Judaization of the Old City of Jerusalem. We are also concerned to bolster the status of the cultural and educational institutions in the occupied Arab territories.

(4.5) Distinguished Members of the Board, ladies and gentlemen, at this turning point in the development of UNESCO, a laboratory of ideas which is rebuilding the world, shaping its fate and the destinies of its communities and societies as Jacques Attali says, I wish to renew before you the commitment of the United Arab Emirates to the mission of the Organization, the leader in its fields of competence, to its noble goals and its tireless, unyielding defence of human dignity. I therefore call for the construction of knowledge societies and the establishment of brain networks to draw up a road map to the humanity of the third millennium, finding common denominators, in order to reach a new strategic stage in the life of our Organization. With my wishes for the achievement of the goals sought.

5.1 **Mr Budjaku** (the former Yugoslav Republic of Macedonia) *in extenso*:

Distinguished President of the General Conference, distinguished Director-General, distinguished Chair of the Executive Board, Excellencies, ladies and gentlemen, once again in its relatively long history, UNESCO finds itself in an important transitory phase, a reformatory period during a financial crisis, in the wake of celebrating its 70th anniversary, the same year that the United Nations will adopt the post-2015 development agenda. It is a complicated and difficult period, but all of us – the Member States, the Director-General and the Secretariat – should mobilize and make every effort to contribute to the successful completion of these processes. In this regard, my country, the former Yugoslav Republic of Macedonia, fully supports the strategic objectives of our Organization and will contribute to the achievement of the programme adopted by the General Conference.

5.2 The former Yugoslav Republic of Macedonia fully supports the commitments of UNESCO for improving regional cooperation by intensifying the protection and promotion of our cultural heritage, by introducing new and creative approaches that provide opportunities for continuous development, enhanced cooperation in the field of education and training of the young population; by developing cultural tourism; and by undertaking joint measures in the fight against the illegal trading of cultural goods and related activities. The protection and promotion of tangible and intangible cultural heritage, respect for diverse artistic expressions, and intercultural dialogue are priorities strongly embedded in our agendas at a national and international level.

5.3 On this occasion, I would like to assure you that the former Yugoslav Republic of Macedonia will

consistently strive to develop UNESCO to strengthen its international role, enhance traditional cooperation with other Member States, ensure efficiency in operations and encourage the use of the intellectual and material potential at our disposal in the resolution of today's global problems. Our country will support UNESCO initiatives unreservedly. The former Yugoslav Republic of Macedonia believes in the Organization and the principles on which it was founded. We believe that UNESCO may preserve the stability of international order and relations, and may successfully cope with current and future global challenges. The former Yugoslav Republic of Macedonia is ready to continue its constructive contribution in order to accomplish this goal and will continue to stand for the preservation of peace, the enhancement and development of democratic processes in all domains of society, the protection and advancement of human rights and freedoms, the improvement of standards of living, and multifaceted collaboration with its neighbours, Europe and other countries in the world, persistently following the European Union's idea of a world with fewer restrictions. We are committed to making the former Yugoslav Republic of Macedonia part of that world – a world of prosperity and wellbeing, where all people are respected, irrespective of their origin, race and religion.

5.4 Having in mind the universal values and principles comprising each religion, but also that the diversity of cultures, religions and civilizations represents a positive contribution and great potential, our country, with the support of UNESCO, in May last year successfully organized the Third World Conference on Dialogue among Religions and Civilizations. This Third World Conference focusing on freedom and dignity – fundamental values in the relations among humans, religions and cultures, as well as the previous conferences, were part of the United Nations Global Agenda on Dialogue among Civilizations.

(The speaker continued in French)

5.5 Monsieur le Président, mon pays soutient pleinement les efforts de l'UNESCO en faveur de la coopération dans les domaines de la culture, de la protection et de la promotion du patrimoine, à travers des approches qui sont à la fois nouvelles et créatives, et qui peuvent être l'un des vecteurs du développement durable. C'est dans ce contexte qu'il accueillera à Ohrid, les 27 et 28 juin prochains, la première réunion régionale du Conseil des ministres de la culture de l'Europe du Sud-Est ayant pour thème « Renforcer la culture pour le développement ». Cette réunion, comme ce fut le cas de la réunion régionale d'experts qui a eu lieu à Skopje le 9 décembre 2013, aura pour but de discuter de la mise en œuvre de la décision prise lors de la réunion annuelle du Conseil des ministres de la culture de l'Europe du Sud-Est qui s'est tenue à Brdo, en Slovénie, en avril 2013, prévoyait la création d'une nouvelle plate-forme régionale unifiée visant à améliorer la coopération culturelle en tant que facteur de développement.

5.6 Je voudrais vous remercier, Madame la Directrice générale, d'avoir accepté notre invitation à cette réunion ministérielle. Au cours de votre visite, vous participerez à la cérémonie de signature de l'accord entre l'UNESCO et le Gouvernement de l'ex-République yougoslave de Macédoine établissant l'Institut international de génie sismique et de sismologie appliquée de Skopje (IZIIS) en tant qu'institut de catégorie 2, qui constituera une contribution majeure de mon pays aux efforts déployés par l'UNESCO dans le domaine de la prévention des risques de tremblements de terre et de l'enseignement et de la recherche en la matière.

5.7 Mesdames et Messieurs, je voudrais pour conclure parler de poésie, thème que l'on n'aborde presque jamais dans cette enceinte. Le 21 mars dernier, l'ex-République yougoslave de Macédoine et l'UNESCO ont célébré la Journée mondiale de la poésie, ici, à Paris, et présenté à cette occasion le lauréat de la « Couronne d'or de Struga 2014 », le grand poète de la République de Corée, Ko Un, ce dont je suis très heureux. Enfin, je dois dire qu'en sa qualité de pays candidat, mon pays s'associe à la déclaration faite au nom de l'Union européenne par l'Italie.

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

Chairperson of the Executive Board, Director-General, President of the General Conference, honourable colleagues and delegates, the Director-General, in her comprehensive and impressive opening remarks, has laid out clearly before us the challenges faced by UNESCO and her plans for meeting them. Her speech reminds me of words from another era – words which hold wisdom that would serve us well even today. In a message to the Regional Study Conference on Fundamental Education held in Nanking, China in 1947, Mahatma Gandhi pointed out that *“real security and lasting peace cannot be secured so long as extreme inequalities in education and culture exist as they do among the nations of the world”*. His words are a reminder to us that it is our collective responsibility to generations yet unborn to evolve a vision for the future that addresses the pressing educational, scientific and cultural challenges facing our planet. As Chair of the Governing Board of the Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP) in New Delhi, a UNESCO category 1 institute, I am glad to report that we have started functioning in real earnest and hope soon to grow into a significant hub for research and propagation of both these intertwined concepts that are so important for humanity today.

6.2 Our deliberations will inform and guide the post-2015 developmental agenda, and our unstinting support for UNESCO will strengthen its ability to articulate that vision. But if UNESCO's voice is to be heard outside this hall, it is critical for the Organization to position itself as a unique, strategic partner to our developing global society in accomplishing global developmental objectives. As we move to create an agenda for the post-2015 era, UNESCO must leverage all of its resources, even in the present financially constrained times, and display its leadership to ensure that our vision for the role of education, science and culture in sustainable development is woven into the post-2015 developmental agenda.

6.3 Education, quite rightly, occupies our minds due to its centrality to sustainable development and poverty eradication. While we have made significant progress globally in improving access to education, especially primary schooling, we must not lose sight of the pressing need to address the quality of that education. We must strive for quality, along with equity, to provide lifelong learning to all age groups and populations. We should be able to address the demands and needs for education among all: those children of primary school age who are not in school, the many young people who leave school without an adequate level of literacy and numeracy for productive and active participation in their societies, the girls and women who are left out as their male counterparts move ahead, and the people with disabilities who find themselves excluded. We must also apply our minds to the content of education so that it promotes

beneficial ideals and does not support factionalism or fundamentalism.

6.4 The rest of the world has an equal stake in ensuring that countries in the forefront of facing the challenges associated with education for all (EFA) have the support of those who have benefitted from their own successful experience to shoulder the responsibilities. As the outgoing Chair of the E-9 group of countries, India has seen many of these challenges up close. E-9 has proved its utility in helping to build educational cooperation between countries that carry the burden of global educational access and advancement. It is, however, yet to maximize its potential and we offer our fullest cooperation and best wishes to Pakistan, which will assume the Chair at the next E-9 meeting. We also hope that UNESCO will ensure that education will be prioritized in the post-2015 developmental agenda. It is important that the future educational agenda recognizes the diversity of faiths, cultures, languages and peoples; nurtures the spirit of tolerance; and fosters the development of critical faculties that allow for engagement and dialogue with ideas and beliefs other than our own.

6.5 I would be remiss if I did not acknowledge UNESCO's admirable efforts towards promoting, through its various activities, the understanding of the diversity that characterizes our planet, the most well-known of which is its contribution to achieving global recognition for and celebrating the idea of World Heritage, both tangible and intangible. It is therefore imperative for the World Heritage Convention, in its composition and functioning, to adhere to the principles of diversity that we celebrate. To its credit, the Convention has managed to fulfil that obligation to a considerable extent, but it still does not find itself able to fulfil the ambitions of the Member States, be it the spread of inscriptions, the regional composition of the World Heritage Committee, the personnel from whom advice is drawn, or the links with specialists and expert institutions in different parts of the world.

6.6 I am confident that we will be able to make progress on shared goals over the next few days, and I would like to thank the Secretary-General and the Secretariat for their cooperation and hard work. I will close with an ancient Vedic prayer that has come down to us intact through the long and tortuous corridors of time: *“Let us work together; let us think together; let us achieve together. May there be no hatred between us.”*

7.1 **Ms Poisson** (United States of America) *in extenso*:

Madam Director-General, Excellencies, ladies and gentlemen, let me start by welcoming the Chair of the Board and pledging our cooperation. As we look at the state of the world today, we see that the fundamental freedoms of expression and peaceful assembly are under assault in many regions. UNESCO has a unique and critical role to play in helping Member States to promote *“the free flow of ideas by word and image”* and in calling attention to issues when they fail to do so.

7.2 We are witness to increasing threats to the exercise of a free media. The Director-General has condemned the killings of 91 journalists in 2013 and sadly already 26 in 2014. Threats to their lives and safety – journalists beaten, arrested and imprisoned simply for doing their jobs – create a climate of fear, intimidation and self-censorship that diminishes the possibility of unfettered, passionate dialogue. Equally as insidious are the technological and political limitations that are imposed on access to information, via both traditional and online

platforms: television channels closed down or threatened for airing interviews with the “wrong” people, or blatant propaganda forced on the viewing public in order to predetermine the outcome of illegal referendums. These actions are designed to have a chilling effect on a free, independent and pluralistic media that is so essential to maintaining inclusive political dialogue, accountability and good governance, as well as developing an informed citizenry.

7.3 UNESCO has been a leader in promoting a multi-stakeholder approach to internet governance, particularly through its key role in the World Summit on the Information Society (WSIS) review process, and it must continue to champion a bottom-up approach that harnesses the creativity and expertise of non-governmental organizations, academia and the private sector, among others.

7.4 We would like to express our appreciation for UNESCO's leadership of the United Nations Global Education First Initiative, for which the United States is very proud to have recently become a champion country. Education will be a key part of the post-2015 development agenda, which Member States are currently engaged in shaping. We believe there should be an emphasis on equitable access to quality education, achievement of “standard-based” learning outcomes for all, and higher rates of completion at all levels of the educational spectrum. UNESCO will have a sizeable role in implementing the post-2015 agenda in education, and we have every confidence that UNESCO will bring continued strong leadership to that task.

7.5 UNESCO also plays a lead role in the protection and preservation of cultural patrimony. Two weeks ago, my delegation was pleased to co-sponsor a screening at UNESCO of the film “Monuments Men”, which tells the story of the brave men and women who worked diligently to recover thousands of priceless works of art stolen and confiscated during the Second World War. Of course, the theme of protecting cultural patrimony still resonates strongly today. We are all familiar with the tragic destruction of cultural sites in Syria, including the historic marketplace of Aleppo, which was destroyed by the Assad regime's indiscriminate bombing of its own population. We grieved at the damage to the ancient manuscripts and mausoleums in Timbuktu while it was under the control of Islamist rebels. Fortunately, UNESCO has been able to help begin the rebuilding and rehabilitation process in northern Mali. Director-General Bokova has also called attention to the critical situation in Syria. UNESCO must also be clear about international obligations to protect cultural sites and monuments in Ukraine.

7.6 We will continue to work with the Director-General and our fellow delegations to highlight key programmes and issues at UNESCO. For example, this week we were honoured to co-sponsor with the Permanent Delegation of Rwanda an exhibition in commemoration of the 20th anniversary of the genocide, featuring powerful video testimonies and evocative artwork. This exhibition echoes the pioneering work of UNESCO's holocaust education programme in sharing the lessons of the past in order to prevent such horrific tragedies from occurring again.

7.7 Tomorrow, 9 April 2014, in partnership with UNESCO, we will have a screening of the film “Bully”. It presents a searing examination of the corrosive effects of bullying in schools on individual victims as well as their communities. UNESCO has been a leader in promoting global efforts to combat bullying and violence in schools

and, especially, bullying directed at marginal populations, including lesbian, gay, bisexual and transgender individuals.

7.8 Another top United States priority is the health of the world's oceans. As Secretary Kerry recently said, “*Whether you live on the coast or you live hundreds of miles from the closest beach, the fact is that every human on earth depends on the oceans for the food we eat and for the air we breathe.*” In addition, grave challenges to freshwater bodies are emerging around the globe and will have a negative impact on economic development, leading to potential conflicts for increasingly scarce water resources. The United States participates in and strongly supports two key UNESCO programmes: the Intergovernmental Oceanographic Commission (IOC). Both programmes are essential platforms for achieving international progress in disaster reduction, protection of marine ecosystems, and water resource management. Our engagement with UNESCO on these and other programmes will continue to reflect the commitment of the United States to engage constructively with this Organization.

8.1 **El Sr. Fernández Palacios (Cuba) in extenso:**

Señor Presidente, Señora Directora General: hace apenas ocho semanas concluyó en La Habana la Segunda Cumbre de la Comunidad de Estados Latinoamericanos y Caribeños (CELAC), que tuvo como tema central “La lucha contra la pobreza, el hambre y la desigualdad”. Convinimos en nuestra región en que para alcanzar el objetivo de sociedades más justas e inclusivas, es imprescindible una mejor distribución de las riquezas y los ingresos, una educación de calidad para todos, la erradicación del analfabetismo, el respeto de la diversidad cultural como base de la cooperación e integración regional, y el establecimiento de sistemas de salud para la totalidad de la población, entre otros derechos esenciales para los seres humanos. La Cumbre tuvo como momento especial la proclamación de América Latina y el Caribe como una zona de paz. Resultó este un paso trascendental en nuestra historia. Acordamos desterrar la guerra, la amenaza y el uso de la fuerza en nuestras relaciones, y que los diferendos entre nuestros países se solucionen por vías pacíficas y conforme a los principios del derecho internacional. En la CELAC, América Latina y el Caribe han encontrado un espacio autóctono y legítimo para acercar posiciones, para conocerse mejor, para continuar y realizar los sueños de nuestros próceres de construir la patria grande. Es claro que entre nosotros hay visiones y enfoques diferentes de los múltiples problemas y desafíos que afrontamos, pero sabemos que en nuestra rica diversidad es posible forjar la unidad. Esa es nuestra fortaleza.

8.2 Señor Presidente: en el mundo expoliado y saqueado en que vivimos se acumulan los problemas y se imbrican las crisis, que se hacen permanentes. El subdesarrollo estructural se perpetúa. Crece el abismo que separa a los ricos de los pobres. Aumentan las desigualdades entre y dentro de las naciones. Las estadísticas que ofrecen los organismos y las organizaciones especializadas del sistema de las Naciones Unidas son escalofrantes cuando ya resta solo un año para confirmar lo que desde mucho antes sabíamos, a saber, que a nivel mundial no se cumplirá ninguno de los Objetivos de Desarrollo del Milenio. Así nos lo confirman los 1.200 millones de personas en todo el mundo que viven en la pobreza extrema, los 842 millones que sufren hambre crónica, los 774 millones de adultos analfabetos y los 57 millones de niños y niñas no

escolarizados. Al capitalismo salvaje, de rostro neoliberal, poco le importan estas cifras que no ocupan titulares de portada ni lindas fotografías en sus revistas de modas. Por el contrario, intenta pasarnos la factura de la crisis.

8.3 En este contexto, la UNESCO continúa un proceso de reforma que busca mayor eficiencia y eficacia, mayor visibilidad y protagonismo. Lamentablemente, la crisis de impago, por el inaceptable chantaje financiero de su principal contribuyente, le ha impedido a la Organización cumplir a cabalidad con sus objetivos y programas. La crisis ha generado tensiones innecesarias, incertidumbres y una indeseada desviación del objetivo principal, haciéndola mucho más dolorosa y traumática para el personal. Ha abierto también las puertas a una mayor dependencia de los recursos extrapresupuestarios.

8.4 En las actuales condiciones hay que dejar a un lado los egoísmos e intereses estrechos. Todos critican el statu quo, pero pocos se animan a dar el paso adelante por el cambio y la innovación. Pero la UNESCO no puede continuar haciendo las cosas como antaño. No puede pretender hacerlo todo, porque no todo lo hace bien. Debe centrarse en las prioridades que ya han sido definidas por el Consejo y la Conferencia General. Llegados a este punto, y a juicio de Cuba, no hay tarea más urgente y necesaria que concentrar todas nuestras energías y esfuerzos en la contribución que debemos hacer a los objetivos de desarrollo después de 2015.

8.5 Nuestro mandato multifacético nos permite hacer contribuciones relevantes en una diversidad de temas que son hoy objeto de debate, pero son dos las esferas donde la UNESCO tiene una ventaja comparativa enorme y única: educación y cultura. En educación es encomiable el trabajo del Sector, que ha definido con claridad el objetivo de *“Lograr para todos por igual una educación de calidad y un aprendizaje durante toda la vida para 2030”*, enunciado con metas concretas en el documento 194 EX/6. En cultura, sin embargo, todavía nos queda un trecho por andar para hacer realidad el anhelo de conseguir un objetivo específico que reconozca su contribución como factor e instrumento del desarrollo. Alentamos al Sector y a los Estados Miembros a apurar la marcha y encontrar las sinergias necesarias para que nuestro reclamo se escuche y tenga en cuenta en Nueva York.

8.6 Señor Presidente: ya para concluir solo deseo enfatizar que la crisis es temporal. Los cambios deben ser continuos y permanentes hasta refundar la Organización. En ese camino continuaremos apoyando los ingentes esfuerzos de la Directora General con quien compartimos una visión similar del futuro de esta Organización.

(8.1) **Mr Fernández Palacios** (Cuba) *in extenso*
(translation from the Spanish):

Mr Chair, Madam Director-General, the second summit of the Community of Latin American and Caribbean States (CELAC) was held only eight weeks ago in Havana, on the core theme of “Combating Poverty, Hunger and Inequality”. We agreed in our region that in order to achieve the goal of more just and inclusive societies, it was essential to ensure that wealth and income were distributed more fairly, that quality education was provided for all, illiteracy eradicated, cultural diversity respected as a basis for regional cooperation and integration and health systems established for the entire population, among other basic human rights. The high point of the summit was the declaration of Latin America and the Caribbean as a zone of peace. This was a

momentous step forward in our history. We agreed to banish war and the threat and use of force in our relations, and we agreed that disputes between and among our countries would be resolved by peaceful means and in accordance with the principles of international law. CELAC is an indigenous and legitimate forum in which Latin America and the Caribbean will align views, know each other better and pursue and achieve our forefathers’ dream of building a great country. We obviously see and approach the myriad existing problems and challenges differently, but we know that unity can be forged from our rich diversity. Therein lies our strength.

(8.2) Mr Chair, in the despoiled and plundered world in which we live, mounting problems and interlocking crisis are becoming permanent features. Structural underdevelopment is being perpetuated. The gap between the rich and the poor is widening. Inequalities among and within States are increasing. The statistics released by United Nations specialized organizations and agencies are appalling, as only one year remains to confirm the long-known fact that none of the Millennium Development Goals (MDGs) will be achieved worldwide. They confirm that 1,200 million people worldwide live in extreme poverty, 842 million are affected by chronic hunger, 774 million adults are illiterate and 57 million children are out of school. Little importance is ascribed in unbridled neoliberal capitalism to these figures, which do not feature in front-page headlines or as captions for pretty photographs in fashion magazines. On the contrary, they try to make us foot the bill of the crisis.

(8.3) In this context, UNESCO is continuing a reform process designed to boost its efficiency, effectiveness, visibility and prominence. Unfortunately, the crisis triggered by the non-payment of assessed contributions, which is tantamount to unacceptable financial blackmail by its main contributor, has prevented the Organization from achieving its objectives and implementing its programmes in full. The crisis has created unnecessary tensions, uncertainties and unwanted deviation from the main goal, making it much more painful and traumatic for the staff. It has also opened the door to greater reliance on extrabudgetary resources.

(8.4) Under these conditions, selfishness and narrow interests must be set aside. Everyone criticises the status quo, but few dare to step forward for change and innovation. UNESCO, however, must not continue to do things as in the past. It must not do try to do everything because then it does not do everything well. It must focus on the priorities that have been set by the Executive Board and the General Conference. At this point, Cuba considers that there is no more urgent and necessary task than concentrating all energies and efforts on the contribution that we must make to the post-2015 development goals.

(8.5) Under our multifaceted terms of reference, we may make significant contributions to several themes that are currently on the agenda, but UNESCO has a great and unique comparative advantage in two areas: education and culture. The work of the Education Sector is commendable, as clearly defines the goal *“Ensure equitable quality education and lifelong learning for all by 2030”* for which specific objectives have been set in document

194 EX/6. The Culture Sector, however, still has much to do to achieve a specific goal that recognizes its contribution as a factor of and tool for development. We encourage the Culture Sector and the Member States to quicken their pace and find the necessary synergies so that our request will be heard and acknowledged in New York.

(8.6) Mr Chair, to conclude, I wish only to stress that the crisis is temporary. Changes must be made continuously and constantly until the Organization has been placed on a new footing. To make headway, we shall continue to support the tremendous efforts of the Director-General with whom we share a similar vision of the future of this Organization.

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

Mr Chair of the Executive Board, Mr President of the General Conference, Madam Director-General, distinguished Members of the Executive Board, ladies and gentlemen, the last biennium has been extremely challenging for our Organization, both in programmatic and structural terms. Under the circumstances, my delegation would like to commend the Director-General for the overall improvement in the quality of documentation, which facilitates the oversight role of the Executive Board. That said, there can be no UNESCO without its programme activities and that there can be no programme activities without the requisite personnel and resources. In this regard, my delegation appreciates the envisaged organizational restructuring, which will streamline and reinforce UNESCO's operational capacities. However, while we commend the Director-General for achieving concrete field reforms in Africa by making the five multisectoral offices operational, perhaps the Director-General, at an appropriate time, would clarify why she envisages having only four professional officers in the Social and Human Sciences Sector and the Communication Sector for these five offices. Our view is that these sectors, particularly Social and Human Sciences, need urgent resuscitation.

9.2 In the Sciences Sector we commend the Director-General's resolve to contribute to the United Nations Sustainable Energy for All (2014-2024) initiative, as reflected in both documents 37 C/4 and 37 C/5. We are hopeful that the renewable energy objectives will be appropriately reflected in the restructured organization chart for the sector.

9.3 Mr Chair, culture is acknowledged as a vehicle for building international understanding, social cohesion and poverty eradication. My delegation therefore supports the envisaged restructuring that accords the culture conventions the necessary sectoral visibility for appropriate resource mobilization to enable the sectors to fulfil statutory obligations without relying on the benevolence of the other sectors.

9.4 On the post-2015 agenda, the five transformative platforms suggested by the High Level Panel of Eminent Persons, which are *"leave no one behind; put sustainable development at the core; transform economies for jobs and inclusive growth; build peace and effective, open and accountable institutions for all; and forge a new global partnership"*, provide UNESCO with a unique opportunity to make meaningful contributions because these are some of the core themes UNESCO has explored in its fields of competence throughout its nearly 70 years of existence.

9.5 Lastly, allow me to thank the Director-General for the collaboration between UNESCO and the Guidance, Counselling and Youth Development Centre for Africa

(GCYDCA, which has been amply documented in document 194 EX/4 Part I. We are confident that this corroboration will continue taking into consideration that youth development and youth guidance are at the core of UNESCO's Priority Africa intersectoral platform).

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

Mesdames et Messieurs, tout au long de cette séance, j'ai écouté avec attention les discours qui ont été prononcés. J'ai remarqué avec bonheur qu'ils témoignaient, dans l'ensemble, d'une certaine diversité de jugements et de critiques. Ils ne cèdent donc en rien à l'unanimité, qui serait contraire au débat au sein de l'UNESCO.

10.2 D'autre part, j'ai remarqué qu'on insistait beaucoup, dans les discours, sur la visibilité de l'action de l'UNESCO. Malheureusement, la visibilité évoquée est en général une visibilité de façade, alors qu'il pourrait s'agir d'une visibilité de transformation qui dénoterait de la part de l'UNESCO un progrès évident. La question se pose alors : comment remplacer cette visibilité de façade qui nous absorbe par une visibilité de transformation ?

10.3 Madame la Directrice générale, je sais que vous avez hérité des structures du passé : vous n'en êtes pas l'auteur, vous n'en êtes pas responsable. Vous avez vous-même une vision que j'ai pu parfois trouver débordante, mais je salue votre énergie, qui est souvent farouche. Je comprendrais bien qu'il vous soit difficile de supprimer certaines structures, même si elles répondent à des noms assez bizarres, comme les deux groupes auxquels j'ai souvent fait allusion : le Groupe des 77 et la Chine et le Mouvement des pays non-alignés, groupes dont personne ne saurait dire aujourd'hui à quelle réalité politique ils correspondent. Ces structures inopérantes et anachroniques font perdre du temps et de l'énergie à l'UNESCO. Ne serait-il pas possible de les remplacer par des commissions et des comités spécialisés chargés de traiter les sujets très techniques de l'UNESCO ?

10.4 La visibilité de façade à laquelle j'ai fait allusion tout à l'heure est malheureusement à l'origine d'une certaine dégradation de la qualité du travail, que l'on remarque notamment dans la préparation des textes, toujours mal faits, incrustés de nombreuses contradictions et obscurs sur le plan juridique. Je pense qu'il faut faire quelque chose si l'on veut que l'UNESCO retrouve son crédit.

10.5 La charge de l'UNESCO va encore s'alourdir, quand on pense aux conflits qui sont en train de prendre corps, et qui vont créer des désordres sur les plans éducatif et culturel. Nous avons été hier les témoins d'une telle évolution, avec la proposition d'inscription d'un point à l'ordre du jour. Je pense que ces menaces-là vont de plus en plus préoccuper l'UNESCO, dont le travail ne sera plus axé sur la promotion et l'innovation, mais sur la reconstruction et la surveillance.

10.6 Dans de telles conditions, il va falloir anticiper et préparer ; mais il va falloir que les deux organismes essentiels, les deux organismes directeurs de l'UNESCO, c'est-à-dire le Conseil exécutif et le Secrétariat, s'associent, coopèrent et examinent les problèmes ensemble. À mon avis, cette proximité, ce lien qu'il faut créer entre le Conseil exécutif et le Secrétariat est aujourd'hui la condition essentielle de la réussite de l'UNESCO, parce que le Conseil exécutif représente les États membres, dont il est l'émanation, et qu'il est, comme le Secrétariat, responsable statutairement vis-à-vis de la Conférence générale. On pourra alors montrer que l'organisation intergouvernementale qu'est l'UNESCO est

à même de répondre aux problèmes de l'avenir. Je vous remercie.

11.1 **Mr Kokk** (Estonia) *in extenso*:

Madam Director-General, Mr Chairperson of the Executive Board, distinguished delegates, Estonia would first like to align itself with the statement made by the European Union yesterday. Therefore let me share with you some general comments on the nature of the 194 EX/4 and EX/5 documents and highlight a few issues that are of particular importance to Estonia.

11.2 Document 194 EX/4 is supposed to be a comprehensive and analytical account of programme implementation in terms of the main results achieved during the last biennium. This several-hundred-page document is certainly comprehensive, but the analytical and strategic aspect still needs to be strengthened in our view. The first comment we would like to make concerns the self-assessment of results. We appreciate the tables providing an assessment of the results achieved, but we find the self-assessment to be fragmented and uneven across programmes. The current results-rating system gives an overall sunny picture brightened by some shining stars (when expectations have been exceeded) and darkened by occasional half-moons (when expectations have been only partially met). A difficult financial situation clearly affects the delivery of the programme, but is this the only factor?

11.3 Both documents clearly show that all efforts have been made to preserve the commitment to the two global programme priorities, Africa and gender equality, which Estonia highly appreciates. We are also happy to note the progress in the field network reform. The first phase of the reform is focused on Africa, and document 194 EX/4 describes it as being completed. However, during the discussions of the Preparatory Group, many African countries stressed that although the field network is now in place and the heads of field offices have been given the necessary latitude to better meet the needs of Member States, the issue of financial and human resources needs to be addressed further to ensure that the regional and national offices in Africa have the necessary means to reach their objectives.

11.4 Mr Chairman, UNESCO is actively contributing to the post-2015 development agenda, which we believe must be truly universal and concern all countries, irrespective of their development status. We are glad to note that this approach is well reflected in UNESCO's bold and ambitious post-2015 education agenda, which advocates a single and clearly defined education goal. While ambition is good, we believe that the goals should be realistic for all countries and build upon the achievements and challenges identified in the education for all (EFA) process. The latest *EFA Global Monitoring Report* tells us clearly that not a single goal out of six will be achieved globally by 2015. Recognizing the continued relevance of the EFA goals, Estonia believes that the post-2015 agenda should focus on lower secondary education and skills for work and life. While it is crucial to monitor progress to ensure that countries are on track, the number of time-bound and measurable targets should be limited. Estonia also welcomes UNESCO's efforts to integrate culture into the post-2015 agenda as an enabler and driver of sustainable development.

11.5 We would like to stress that a necessary precondition for truly sustainable development is the observance of principles of democracy, rule of law and human rights that are fundamental to UNESCO's

mandate. Estonia is currently a Member of the United Nations Human Rights Council and the Committee on Conventions and Recommendations of the UNESCO Executive Board, and this provides us with an opportunity to address human rights issues in a worldwide context. Our main focus is on people in many parts of the world who often face particular hardships in exercising their human rights: women, children and indigenous people.

11.6 Ladies and gentlemen, Estonia considers freedom of the internet to be fundamental to human rights as well. Freedom of opinion and expression, including through digital media and social media platforms, is the birthright of every individual and a cornerstone of democratic governance. The internet can only meet its full potential if it is kept open, free and secure. We also commend UNESCO for the work done in this field and for promoting the safety of journalists, with freedom of opinion and expression. In this context, Estonia is pleased to note UNESCO's cooperation with the Freedom Online Coalition (FOC), which Estonia is coordinating this year. Later this month, we are hosting the FOC's fourth conference, which also touches upon UNESCO's comprehensive study on internet-related issues.

السيد الإبراهيم (الكويت) النص الكامل :

السيد رئيس المجلس التنفيذي، السيدة المديرية العامة، السيد رئيس الدورة السابعة والثلاثين للمؤتمر العام، زميلاتي، زميلاتي أعضاء المجلس الموقر، يسر وفد بلادي أن يعرب عن جزيل الشكر والتقدير للمديرية العامة ولأعضاء الأمانة على جهودهم المبذولة بغية تسريع عملية الإصلاح لبناء منظمة أقوى وأفضل أداءً، قادرة على تلبية احتياجات العصر ومتطلباته ومواجهة تحدياته المتعاطمة، هذا علي الرغم من الأزمة المالية غير المسبوقة التي تعيشها المنظمة. ويحق لنا جميعاً أن نهني أنفسنا على الإنجازات التي تحققت منذ إعلان إطار عمل داكار عام ٢٠٠٠، ولكن تظل أماننا تحديات تتمثل في جميع الأبعاد الثلاثة للتنمية المستدامة، وهي الأبعاد الاقتصادية والاجتماعية والبيئية. فالیونسكو التي تحدوها القناعة بأن غاياتها لم تكن قط أكثر ارتباطاً بالسلام العالمي أو القضاء على الفقر المدقع أو تحقيق التنمية المستدامة، قد حققت نجاحاً واضحاً عبر مساهمتها في رسم معالم خطة التنمية لمرحلة ما بعد عام ٢٠١٥. ونظراً لخطورة هذه التحديات على البشرية ككل وعلى سلامة الكوكب الذي نعيش فيه، فهناك حاجة إلى صياغة شراكة عالمية جديدة تقوم على الفهم المشترك لإنسانيتنا. ولبلوغ هذه الغايات التي تسعى إليها البشرية، فإن وفد بلادي يرى أن تحقيق ذلك يتطلب ما يلي: (١) إقامة مرصد دولي مستقل ينكب على رصد النتائج ومؤشرات مراحل تنفيذ الخطة من أجل تقييمها، ولا سيما أن هذه الخطة تعني مواجهة التحديات الموروثة من القرن الماضي والتحديات الحاضرة والمستقبلية. و(٢) إدراج المساواة بين الجنسين بشكل متكامل ضمن جميع الأهداف الإنمائية لمرحلة ما بعد عام ٢٠١٥، وذلك من أجل معالجة جميع أنواع التمييز وعلى رأسها التمييز على أساس الجنس. وهنا، أود أن أؤكد على أن حماية المرأة من الوقوع فريسة للفقر والحرمان، ومساواتها بالرجل وصون حقوقها أصبحت أداة لقياس تقدم الأمم وتطورها.

١٢,٢ زميلاتي، زميلاتي، لا إحلال للسلام ولا تنمية مستدامة من دون تمكين الشباب وإشراكهم في رسم سياسات مجتمعاتهم. فعلى عاتق الشباب والشابات، بوصفهم عوامل للتغيير، تقع مسؤولية نشر ثقافة السلام واللاعنف وبناء مجتمعات المعرفة وتحقيق الاندماج والتحويلات الاجتماعية. وهذا ما يتطلب منا جميعاً إيلاءهم الاهتمام اللازم وتحديد احتياجاتهم من أجل الاستفادة من طاقاتهم الهائلة.

١٢,٣ الزملاء الأعزاء، تؤكد دولة الكويت أن الإسهام الفعال في التنمية المستدامة يقي عالمنا من شر النزاعات والصراعات، ليس عبر التعليم الجيد والمتواصل وتكريس الثقافة والعلوم كمحركين لهذه التنمية فحسب، بل أيضاً من خلال تعزيز الحوار والتفاهم المتبادلين بين الثقافات والديانات ومكافحة

التطرف والتعصب. ولا يسعني هنا إلا أن أعرب عن ارتياحي البالغ لتجديد التعاون بين اليونسكو ومبادرة تحالف الحضارات بالأمم المتحدة- مما يعزز فرص تحقيق أهداف العقد الدولي للتقارب بين الثقافات (٢٠١٣-٢٠٢٢).

١٢.٤ السيد رئيس المجلس، تشكل حالة عدم اليقين المستمرة إزاء مستقبل السياسة العالمية لمواجهة آثار تغير المناخ أكبر تحد تواجهه دول العالم، خاصة البلدان الأشد فقراً والأكثر هشاشة وفي مقدمتها الدول الجزرية. فهذه الظاهرة تزيد من حدة التحديات في هذه البلدان، وتُعقد الجهود المبذولة في سبيل تقليص الفقر وتخفيض أعداد الفقراء وتقف حائلاً أمام التنمية وتشجيع الازدهار، إذ إن هناك علاقة مباشرة بين تغير المناخ من جهة وتقدم البشرية ومعاناة الأجيال القادمة من أبنائنا من جهة أخرى. وتشير الدراسات المتصلة بنتائج التغير المناخي، بالإضافة إلى هذا كله، إلى العلاقة بين النتائج وزيادة أخطار الصراع المسلح. لذا فإن وفد بلادي يدعو المجلس الموقر إلى النظر بعين الاهتمام إلى هذه المسألة إذ لا يعقل أن تواجه الدول النامية النسبة الكبرى من الأضرار التي من الممكن أن تنجم عن احتراق كوكب الأرض.

١٢.٥ زميلاتي، زملائي أعضاء المجلس، لقد احتضنت بلادي القمة العربية الأفريقية يومي ١٩ و ٢٠ تشرين الثاني/نوفمبر الماضي تحت شعار شركاء في التنمية والاستثمار، حيث قررت الكويت دعم الدول الأفريقية بملياري دولار أمريكي لدعم مشروعات البنية التحتية بمختلف القطاعات في هذه الدول ومن ضمنها مشروعات تدخل ضمن اختصاصات اليونسكو. وتأتي هذه المبادرة لتعزيز جهود منظومة الأمم المتحدة ووكالاتها وعلى رأسها اليونسكو في مجال تنفيذ برامج أولوية أفريقيا وتوفير فرص العمل للشباب في الدول الأفريقية.

١٢.٦ إن دولة الكويت، وهي تعبر عن قلقها الشديد لاستمرار الأزمة السورية، تحرص على دعوة جميع الأطراف إلى إنهاء الخلافات والتركيز على حل هذه الأزمة مما يضمن سلامة الشعب السوري. وانطلاقاً من هذا الحرص، فإن الكويت، وبمبادرة من الأمم المتحدة، قد احتضنت المؤتمرين الدوليين للمناحين لدعم الشعب السوري. وفي ختام خطابي، أود أن أؤكد تصميم دولة الكويت وعزمها على مواصلة جهودها وتقديم العون الفاعل على رسم مستقبل المنظمة وتحسينها أمام الأزمات والتحديات التي تعترض سبيلها.

(12.1) Mr Al Ibrahim (Kuwait) *in extenso*:
(translation from the Arabic):

Mr Chair of the Executive Board, Madam Director-General, Mr President of the General Conference at its 37th session, dear colleagues, Members of the esteemed Board, my country's delegation is pleased to express its sincere gratitude to and esteem for the Director-General and the members of the Secretariat for their efforts to expedite the process of reform in order to build a stronger and more effective Organization, which is capable of responding to the needs and requirements of the age and confronting its prodigious challenges, in spite of the unprecedented financial crisis which the Organization is facing. We may all congratulate ourselves on the successes achieved since the proclamation in 2000 of the Dakar Framework for Action. However, we still face challenges in all three dimensions of sustainable development: economic, social and environmental. UNESCO, which is moved by the conviction that its aims are more than ever related to world peace, sustainable development and the eradication of extreme poverty, has achieved a clear success with its contribution to drafting the post-2015 development agenda. In view of the seriousness of the challenges facing humanity as a whole and the safety of the planet on which we live, a new global partnership is required, based on a common understanding of our humanity. With a view to achieving the objectives which humanity is pursuing, my country's delegation believes that the

following measures should be taken: (1) establishment of an independent international observatory to monitor the results and indicators for the implementation of the plan's stages for the purpose of assessment, especially as this plan is intended to address challenges inherited from the last century as well as present and future ones; (2) inclusion of full gender equality among the development goals for the period beyond 2015, in order to tackle all forms of discrimination and, first and foremost, discrimination based on gender. Here, I should like to emphasize that the protection of women from becoming victims of poverty and deprivation, their equal status with men and the preservation of their rights have become benchmarks of the progress of nations and their development.

(12.2) Dear colleagues, there is no substitute for peace and there can be no sustainable development unless young people are empowered and enabled to participate in the design of the policies for their societies. For it is on the shoulders of young people that responsibility falls for the dissemination of the culture of peace and non-violence, the building of knowledge societies and the achievement of social integration and transformations. This requires us all to devote the necessary care to young people and determine their needs in order to benefit from their great capabilities.

(12.3) Distinguished colleagues, Kuwait affirms that effective participation in sustainable development protects our world from struggles and strife, not just through continuing quality education and devotion to culture and science as drivers of such development but also by increasing dialogue and mutual understanding between cultures and faiths and opposing extremism and intolerance. Here, I cannot but express my satisfaction at the renewed cooperation between UNESCO and the Alliance of Civilizations initiative of the United Nations, which strengthens the chances of achieving the goals of the International Decade for the Rapprochement of Cultures (2013-2022).

(12.4) Mr Chair of the Board, the continuing state of uncertainty regarding the future of global policy to tackle the effects of climate change represents the greatest challenge for the world's States, especially the poorest and most vulnerable in the forefront of which are the Island States. That fact makes the challenges facing those countries even more difficult and complicates the efforts directed towards alleviating poverty and reducing the number of poor people; it constitutes an obstacle in the path of development and the promotion of prosperity, since there is a direct relation between climate change, the progress of humanity and the suffering of future generations. In addition to all of the above, continuous studies of the effects of climate change point to the link between such effects and the risks of armed conflict. My country's delegation therefore asks the Board to consider this matter carefully since it is unacceptable that the developing countries should have to suffer of the greatest share of the harm that may result from global warming.

(12.5) Dear colleagues, Members of the Board, my country hosted the Africa-Arab Summit. Kuwait decided on that occasion to allocate \$2 billion to African countries in support of their infrastructure projects in different sectors, including projects within the fields of competence of UNESCO. This initiative is

intended to strengthen the efforts of the United Nations and its agencies, principally UNESCO, directed at implementing the programmes of Priority Africa and providing work opportunities to young people in African countries.

(12.6) Kuwait expresses its deep concern at the continuing Syrian crisis and wishes to call on all parties to end disputes and concentrate on the resolution of that crisis to ensure the safety of the Syrian people. On the basis of that concern and on the initiative of the United Nations, Kuwait has hosted two international donor conferences in support of the Syrian people. In concluding my statement, I wish to emphasize Kuwait's determination to pursue its efforts and to provide effective support in shaping the future of the Organization and making it stronger to meet the crises and challenges which it faces.

13.1 Ms Rampersad (Trinidad and Tobago)
in extenso:

Mr Chair of the Executive Board, President of the General Assembly, Director-General, colleagues and associates, I bring greetings on behalf of the Government and people of Trinidad and Tobago, who welcome, admire, respect and support the Director-General's initiatives to reform and restructure UNESCO, and her intensive drive to use soft diplomacy, which we believe is crucial to significantly impacting the post-2015 agenda as we transition from the priorities of the Millennium Development Goals (MDGs) to consolidating the gains through more focused sustainable development goals.

13.2 Trinidad and Tobago pledges its commitment to engaging in this process of adapting UNESCO's operations in order to remain relevant and responsive to a global environment of dynamic and effervescent change which demands greater inclusivity, which exerts increasing pressure for the erasure of barriers of geography, age, ethnicity, gender, cultures and other sectoral interests, but which also provides us with the tools with which to access and share our accumulated knowledge and technologies to break down these superficial barriers. In this context, we believe that UNESCO's work remains significant and relevant, and that UNESCO is indeed the institution best placed to consolidate the gains of its nearly three-quarters of a century in peace-building to carve more responsive, more relevant paths to progress that address the needs of generations to come. Foremost among these needs, as is certainly evident in the current turmoil of challenges to the old systems and regimes, is combating the *ennui* and disenchantment with failed and failing macropolitical, institutional and bureaucratic formulas and structures in favour of more globally focused initiatives which emphasize the value of individual empowerment, communities and civil society, and explore their full potential.

13.3 Certainly much more needs to be done, particularly to better utilize new technologies in making our work here at UNESCO more effective and relevant, and commendations to our colleagues for the Twitter hashtag, which will enable us to keep in touch and explore ways of meeting socially outside halls like this.

13.4 We reiterate the call made by the Trinidad and Tobago Minister of Education to the Director-General at the last United Nations General Assembly that UNESCO, along with its focus on other disadvantaged groups such as women and children in general, should take a lead role in championing the actions throughout the United Nations system that would directly impact and bring into the

mainstream the estimated 30 % of the global population of special-needs children who are still severely marginalized and handicapped by current deficiencies in existing systems in education, culture, science and information, all of which must be collectively harnessed to ensure education for all.

13.5 We support all our colleagues speaking on behalf of strengthening cultural initiatives and the implementation of UNESCO's culture conventions, with regard to the direct benefits brought by the work done in our societies. For this we thank the Japanese Government and its Funds-in-Trust, which is the main source of income and survival for many of our populations to leverage their talents and skills as a counter to the haemorrhaging of national resources by exploitative, corrupt and ineffective political and economic systems and practices.

13.6 We also welcome the culture-centred development drive that recognizes not just intercultural but also cross-sectoral links, and we recall a small group of women activists who placed culture-centred development on the agenda of the Commonwealth to draw on UNESCO's culture focus about a decade ago. We look forward to partnerships with other Members in other regions.

13.7 At the same time, we particularly commend the drive to synergize and harmonize sustainable actions in biocultural diversity and the acknowledgement of the intrinsic interplay between physical, mental and emotional cultural spaces promoted through UNESCO's various cultural programmes, along with their potential impacts in eroding and at the same time energizing us through scientific understanding and technologies.

13.8 In this regard, while we applaud the efforts and explorations of the *Creative Economy Report* launched at the last General Assembly, we believe it could also achieve greater depth if it were to make a deeper cross-sectoral and multisectoral cost-benefit analysis of the correlation between creative and cultural sectors and other out-of-the-box areas; for instance, political stability and the related economic value of social cohesion and inclusion. It is an area of analysis that is sadly lacking and could provide the data, if not ammunition, needed by UNESCO in pursuit of its motto of "*building peace in the minds of men and women*".

14.1 Mme Chatardová (République tchèque)
in extenso:

Monsieur le Président du Conseil exécutif, Monsieur le Président de la Conférence générale, Madame la Directrice générale, Excellences, chers collègues, la République tchèque s'associe à la déclaration faite hier au nom de l'Union européenne et des pays candidats par l'Italie.

14.2 Monsieur le Président, nous sommes convaincus que le mandat de l'UNESCO et ses nobles objectifs restent plus que jamais pertinents au XXI^e siècle. Il s'agit d'une organisation remarquable au sein du système des Nations Unies, dont le travail est indispensable pour tous les États membres. Cette importance devrait être soulignée tout spécialement dans l'instrument essentiel dont l'UNESCO dispose pour communiquer avec les gouvernements des États membres, à savoir son rapport. Aujourd'hui, c'est par la façon dont elle rédige son rapport d'activité qu'une organisation convainc les différents décideurs de contribuer à ses activités. N'oublions pas que l'UNESCO est en concurrence avec d'autres acteurs nationaux et internationaux, avec d'autres organisations intergouvernementales, ainsi qu'avec des ONG et des

entreprises privées, pour les financements des États membres et leur engagement.

14.3 Le présent rapport sur l'exécution du programme et budget soulève de sérieuses questions, notamment quant au volume des financements extrabudgétaires. La plus grande partie du budget ordinaire de l'Organisation ne sert qu'au fonctionnement de base. L'exécution du programme semble donc être presque entièrement tributaire des ressources extrabudgétaires. Nous devons être très prudents et, dans ces circonstances, nous interroger sur la façon dont le respect des priorités stratégiques du programme peut être assuré.

14.4 Nous sommes en même temps conscients du fait que la situation financière de l'UNESCO impose une coopération avec de nouveaux partenaires, y compris avec le secteur privé. À ce sujet, il y a de nombreux exemples de réussite. En République tchèque, nous sommes en train de finaliser l'octroi des bourses d'études L'Oréal – République tchèque pour les femmes et la science. Ce programme est très populaire auprès des jeunes scientifiques tchèques, et le jury qui se réunira la semaine prochaine aura la tâche difficile de sélectionner trois lauréats.

(L'oratrice poursuit en anglais)

14.5 UNESCO is the only organization of the United Nations system having a network of National Commissions. Thanks to their composition of representatives of respective ministries, experts from educational, scientific and cultural organizations and eminent personalities, these National Commissions represent priceless expertise and comparative advantage, which must be fully explored and utilized when drafting, but also implementing and evaluating, UNESCO programmes.

14.6 UNESCO should increase its benefits from cooperation with existing scientific networks as its important partner. Last week's SCOPE – Zhongyu International Environmental Forum held in Prague was a good example. UNESCO actively participated in this meeting, promoting its views on sustainable development among a number of eminent scientists.

14.7 It is our common task to ensure that UNESCO plays its important role in the United Nations family. We appreciate that, thanks to the efforts of the Director-General, UNESCO's visibility within the United Nations system has improved. And a lot remains to be done. The hot debate on the post-2015 agenda is the right place for UNESCO's views to be appropriately presented, heard and taken into consideration.

14.8 There is no doubt about the role of education as a primary driver of sustainable development in the broad sense. Yet, great potential is also connected with culture as an important tool for economic development.

14.9 Sustainable development is unthinkable without the promotion of human rights and non-discrimination. The Czech Republic remains a steady supporter of the human rights dimension of the entire United Nations system, including UNESCO. Considerable misunderstanding, mistrust and hard feelings remain in this regard, creating psychological walls between various regions. UNESCO, with its unique tools, its atmosphere of tolerance and the gentle touch of ongoing intellectual dialogue, is in a very good position to gradually help bring these walls down.

15.1 **Mme Alaoui** (Maroc) *in extenso* :

Monsieur le Président de la Conférence générale, Monsieur le Président du Conseil exécutif, Madame la Directrice générale, Mesdames et Messieurs les ambassadeurs et délégués, cette session s'ouvre dans un contexte mondial tendu, caractérisé par de multiples violences aux niveaux politique et social, et par une crise économique globale qui perdure. Les mutations s'accroissent, ce qui appelle de notre part une plus grande réactivité et anticipation. Dans ce contexte difficile, pouvons-nous rester optimistes ? Comment surmonter la crise financière que traverse notre Organisation ?

15.2 En réalité, Excellences, nous nous trouvons à un moment historique où nous tous, États membres et Secrétariat, avons la lourde responsabilité de décider de l'avenir de l'Organisation. Sommes-nous capables de conjuguer nos efforts afin de mobiliser les fonds nécessaires et d'approfondir nos réflexions ? Sommes-nous capables d'insérer le travail de notre Organisation dans l'agenda international ? C'est dire l'importance des décisions et des orientations que nous allons prendre lors de cette session.

15.3 À cet égard, concernant l'éducation, je réitère le souhait de mon pays, ainsi que celui d'autres États membres, que l'Organisation maintienne et renforce son rôle de chef de file. Je réitère également le souhait que la place de l'enseignement supérieur et de la recherche scientifique réponde aux besoins exprimés à maintes reprises par les États membres. Mon pays adhère totalement aux principes fondamentaux et aux domaines prioritaires de l'éducation au-delà de 2015 proposés dans le document 194 EX/6. Mon pays reconnaît pleinement l'importance de l'enseignement et de la formation techniques et professionnels (EFTP) comme outil de lutte contre le chômage des jeunes diplômés. En fait, comme cela a été mentionné par le Rapporteur spécial des Nations Unies sur le droit à l'éducation dans son rapport du 19 juin 2012, le Maroc a inscrit cette priorité à l'article 31 de sa dernière Constitution, en 2011. L'EFTP est ainsi devenu un droit constitutionnel du citoyen marocain.

15.4 Concernant les sciences exactes et naturelles, les résultats obtenus au cours de l'exercice biennal précédent, qui sont présentés dans le document 194 EX/4 Partie I, montrent que si des progrès ont été enregistrés, notamment dans les domaines de l'eau et des activités de la COI, le rôle de la science, de la technologie et de l'innovation pour les pays en développement reste en deçà de nos attentes, ce qui aggrave les disparités en termes de développement et de capacités scientifiques entre les pays du Nord et ceux du Sud. La création, au Maroc, d'un Centre régional des énergies renouvelables et de l'efficacité énergétique en tant que centre de catégorie 2 répond ainsi à l'impératif de mettre la science au service du développement durable et d'œuvrer pour le renforcement des capacités africaines en la matière.

15.5 Par ailleurs, comparé aux autres secteurs, le Secteur des sciences sociales et humaines reste le parent pauvre, puisque le budget alloué à ses activités a subi une réduction de 31 %. Or, les défis sociaux majeurs d'aujourd'hui, notamment l'inclusion sociale, les problèmes rencontrés par les jeunes, le chômage, la violence à l'égard des femmes ou l'autonomisation des personnes handicapées, sont de nature à interpeller très fortement l'UNESCO, non seulement parce que les questions qu'ils posent relèvent de son mandat, mais aussi parce qu'ils offrent à l'UNESCO la possibilité de faire reconnaître et d'asseoir son leadership en la matière.

15.6 Pour ce qui est de la culture et de sa promotion comme moteur et catalyseur de la paix et du développement durable, je tiens à saluer l'engagement de la Directrice générale en faveur de l'intégration de la culture dans le programme de développement pour l'après-2015, malgré les obstacles rencontrés. Mon pays, qui fait partie du Groupe des amis, est l'un des fervents défenseurs d'une telle intégration, considérant qu'il s'agit d'un enjeu décisif pour la crédibilité et l'avenir de l'Organisation.

15.7 Le Secteur de la communication et de l'information peut être qualifié de victime des restrictions budgétaires. En effet, ma délégation regrette que des activités de programme primordiales, telles que l'édification de sociétés du savoir, le renforcement du rôle des médias dans la diffusion d'une culture de la paix, ou la communication pour le développement, n'aient pas atteint leurs objectifs. En ce qui concerne les technologies de l'information et de la communication (TIC), la politique de mon pays dans ce domaine s'inscrit entièrement dans le cadre de l'action de l'UNESCO, et le Maroc convient que la libre circulation de l'information renforce la promotion des droits de l'homme et la gouvernance démocratique. L'utilisation des TIC dans l'enseignement est une véritable innovation pédagogique, aussi bien pour l'apprenant que pour l'enseignant. Néanmoins, nous devons poursuivre notre réflexion sur la déontologie qui doit nécessairement entourer l'utilisation et le développement des TIC et des réseaux sociaux.

15.8 S'agissant de la priorité Afrique, le Maroc note avec satisfaction l'ensemble des progrès enregistrés dans la mise en œuvre de la Stratégie opérationnelle révisée. En ce qui concerne la priorité Égalité des genres, il déplore les restrictions budgétaires et les difficultés rencontrées dans la mise en œuvre de mesures concrètes, qui ont eu pour effet de réduire l'impact de l'action de l'Organisation dans ce domaine primordial et structurant pour le développement durable.

15.9 Enfin, mon pays insiste sur le fait que l'UNESCO doit assumer toute sa responsabilité en ce qui concerne la protection et la sauvegarde du patrimoine culturel palestinien, notamment celui d'al-Quds ash-Sharif.

15.10 Excellences, chers collègues, en conclusion, dans ces moments difficiles pour l'Organisation, le constat est qu'au-delà des restrictions budgétaires, nous sommes finalement interrogés sur notre capacité de mobilisation, sur notre sagesse quant à la prise de décisions, sur notre audace quant aux perspectives d'avenir, enfin, sur notre volonté de faire preuve d'une solidarité agissante les uns envers les autres.

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

Mr Chair of the Executive Board, Mr President of the General Conference, Madam Director-General, distinguished colleagues, Montenegro aligns itself with the statement made by the distinguished representative of Italy on behalf of the European Union.

16.2 Mr Chair of the Executive Board, I wish to congratulate you on the skilful manner in which you are conducting the work of the Board and working hand in hand with the Director-General in tireless and versatile efforts to manage the Organization and ensure the relevance of UNESCO in difficult times. The decisions adopted by the Board and the progress made over the past period confirm the ability of this Organization and the strong will of its Member States, at a time of great challenges and the need for internal reform, to set its

priorities according to the available resources and maintain the values upon which UNESCO is based.

16.3 Difficult decisions have been taken and radical reform activities carried out, with implications regarding the staff and funds available for the Organization's statutory programme activities to ensure a new phase with a more visible, proactive and focused UNESCO, prepared for the effective implementation of programmes in line with the priorities that we have jointly determined. With that in mind, we should note the progress, but also be aware that a challenging period lies ahead in which we must do our utmost to ensure supremacy in education, science, culture, media and freedom of expression. We have already created room, through the new Medium-Term Strategy, proactive approach and interdisciplinary activities, to have better management and visibility in the field. And with our mandate and limited resources, it is essential to focus on activities of strategic importance, such as plan for the post-2015 agenda. Our education, culture, natural and social sciences, and communication and information programmes must be focused on ensuring the sustainability of global development, as a supreme goal.

16.4 By launching the Global Education First Initiative, the United Nations identified education as a top priority of the post-2015 development agenda, which both highlighted the role of UNESCO in the United Nations agency system and created new responsibilities for this Organization in the implementation of education priorities. As a member of the Open Working Group on Sustainable Development Goals (SDGs), Montenegro is committed to promoting universal access to education and addressing inequalities stemming from social, economic, gender and other differences. Education remains one of the key challenges for development and a precondition for the long-term competitiveness and sustainability of our societies. Hence we believe that the quality of education must be central to the SDG approach, particularly in terms of building the necessary competencies of future generations regarding technical and vocational training, important components and factors of inclusive growth.

16.5 Bearing in mind the progress of education for all (EFA) since 2000 but also the significant expenditure on unfinished undertakings, it is essential for the Global Education First Initiative to play a role of advocacy mechanism aimed at mobilizing political and financial support for global education. In addition, we welcome the recent meeting of UNESCO Chairs in higher education, teachers, and information and communication technologies (ICTs), with which Montenegro has actively contributed over the past decade. It was an occasion to reiterate the need for cooperation and exchange of technical inputs, especially in the process of UNESCO's development policies and taking into account modern challenges in education.

16.6 We must also bear in mind that the new development agenda enshrines the concept of human rights, with the right to education being essential, but we continue to deal with the reality of women representing two-thirds of the adult illiterate global population. Hence, our main actions need to be evenly spread between boys and girls to achieve global education goals.

16.7 For Montenegro, UNESCO remains a major partner in shaping and implementing activities at a national and regional level, where we are very pleased to have reinforced efforts in the domain of science and information, comprising the recent conference on the long-

term strategy for the development of media and information literacy, which gained a high level of support across the board. Bearing this in mind, we welcome the establishment of the United Nations Scientific Advisory Board aiming to contribute to a better integration of science, technology and information into sustainable development strategy.

16.8 Dear colleagues, dear friends, we remain confronted with global problems which must be addressed in a holistic manner and UNESCO must be prepared to face these challenges through existing means, dialogue and consensus determined to reach its noble goals. Looking back at our achievements to date, our ongoing and envisaged programme activities and internal reform, we must remain determined in pursuing UNESCO's vision of peace, development and promotion of human rights through competence. Thank you.

17.1 **M. Bendjama** (Algérie) *in extenso* :

Monsieur le Président de la Conférence générale, Monsieur le Président du Conseil exécutif, Madame la Directrice générale, Excellences, chers collègues, l'Algérie salue la conduite avisée de cette session du Conseil exécutif, dont l'ordre du jour comporte des questions importantes pour l'évolution de l'UNESCO dans le contexte compliqué de la réorganisation de ses structures et de ses bureaux hors Siège. Nous avons écouté attentivement la Directrice générale, qui, dans sa déclaration introductive, nous a fait part avec franchise de la situation actuelle de notre Organisation, de ses difficultés, de ses défis et de ses perspectives.

17.2 S'agissant, en premier lieu, de l'exécution du programme et budget, et des résultats obtenus au cours de l'exercice biennal 2012-2013, nous partageons les conclusions du Groupe préparatoire, dont je salue la Présidente, recommandant la présentation de documents beaucoup plus concis, plus analytiques et plus cohérents, des documents qui fassent clairement ressortir les objectifs visés, les ressources financières utilisées, ainsi que les réalisations et les enseignements tirés. Dans ce contexte, et à l'instar des nombreux pays convaincus qu'il importe de soutenir les nobles objectifs de notre Organisation et qui ont répondu à l'appel lancé par la Directrice générale, l'Algérie a contribué au Fonds d'urgence multidonateurs spécial en versant 5 millions d'euros pour permettre à l'UNESCO de faire face aux difficultés de trésorerie compromettant la mise en œuvre de ses programmes prioritaires. À ce sujet, et j'insiste là-dessus, nous considérons qu'il aurait été utile, pour le moins, que le Secrétariat mette à la disposition des États membres un rapport séparé sur l'utilisation des ressources de ce Fonds. D'autre part, si la poursuite de la réforme des structures de l'Organisation doit logiquement cibler la rationalisation des méthodes de travail, une attention particulière doit néanmoins être accordée à la préservation du personnel, qui demeure, nous en sommes convaincus, la richesse principale de cette Organisation.

17.3 Monsieur le Président, l'Algérie est favorable à une participation active de l'UNESCO aux discussions sur le programme de développement pour l'après-2015 et se félicite de l'engagement de l'Organisation dans ce processus. Elle considère que la culture doit constituer, tout autant que l'éducation, une priorité dans nos objectifs. À ce titre, le débat thématique sur la culture et le développement prévu le mois prochain à New York sera pour nous, États membres, l'occasion de conforter la place de la culture dans le programme pour l'après-2015, et, pour notre Organisation, l'occasion de renforcer la coordination interinstitutions à ce sujet. Pour sa part,

l'Algérie, qui a atteint les Objectifs du Millénaire pour le développement bien avant 2015, est déterminée à participer activement aux discussions en cours, avec pour objectif le rééquilibrage du développement socioéconomique par une meilleure prise en charge des dimensions éducative, culturelle et scientifique. Dans cette perspective, les programmes de l'UNESCO devraient assurer une place de premier ordre à l'enseignement des sciences exactes et technologiques, qui sont désormais de plus en plus présentes dans les programmes de développement de nombreux pays, notamment ceux de notre région.

17.4 Par ailleurs, la concrétisation des objectifs de la priorité Afrique revêt une importance particulière pour l'Algérie, qui relève que les progrès enregistrés jusqu'ici sont en deçà des attentes du continent. S'agissant de la réforme du dispositif hors Siège, dont la première phase concerne la région Afrique et qui octroie un pouvoir de décision accru aux chefs de bureau, on est légitimement en droit de se demander comment ces bureaux pourront mobiliser les ressources que le Siège n'est pas parvenu à mobiliser ?

17.5 En ce qui concerne les questions relatives à la culture, je voudrais souligner que l'Algérie et l'UNESCO ont finalement signé un accord en vue de la création, à Alger, d'un centre régional de catégorie 2 pour la sauvegarde du patrimoine culturel immatériel en Afrique. L'Algérie, qui a été le premier pays à signer la Convention de 2003 et qui a accueilli la toute première session du Comité, ne ménagera aucun effort pour que la mise en place de cette nouvelle institution soit couronnée de succès, et elle s'attellera à favoriser la formation, ainsi qu'à recenser et à promouvoir les nombreux et riches héritages culturels immatériels du continent africain. L'Algérie a participé à cet effort de sauvegarde du patrimoine culturel en contribuant, à hauteur de 60 000 dollars, au Fonds africain du patrimoine mondial. En 2013, elle a décidé de porter sa contribution à 100 000 dollars, échelonnés sur quatre ans.

17.6 Au niveau régional, notre contribution à l'ancrage des valeurs de l'UNESCO s'est matérialisée, entre autres, par l'accueil à Alger, en novembre 2013, d'un atelier régional sur le droit à l'éducation pour tous. L'Algérie reste attachée à la valorisation du rôle pionnier de l'UNESCO dans les domaines de l'éducation, de la culture et des sciences, qui contribuent à la lutte contre l'ignorance, l'intolérance et les extrémismes – obstacles à la paix, à la liberté et à la compréhension mutuelle entre les peuples.

18.1 **Mr Iqbal** (Pakistan) *in extenso*:

Madam Director-General, Chairperson of the Executive Board, Excellencies, ladies and gentlemen, allow me to congratulate the Director-General for providing leadership to UNESCO in difficult financial and political times. UNESCO is undergoing deep structural reforms that need to keep pace with the changing external environment and develop an appropriate response.

18.2 Unprecedented technological advancement has given us an edge over previous generations. Our lives are now more interconnected, we are dependent on each other, we are much closer to each other, and yet we are far away from each other. All good and bad things have their own domino effect. The same is true for all the areas addressed by UNESCO.

18.3 Peace is indivisible too. Events in one part of the world have a direct bearing on the rest of the world. We all know that peace is the prerequisite for human development; it is a guarantor of the survival of mankind.

During these difficult times, UNESCO shoulders the heavy responsibility of building the defences of peace in the minds of men and women. It has at its disposal soft powers: the noblest mandate of promoting education, science, cultural diversity, communication and information. These are all instruments for building peace, and Pakistan sees no other multilateral organization with such a strong mandate.

18.4 Ladies and gentlemen, are we, as a collective body of nations, working towards and within our mandate? If so, then why are more than a billion people still living in absolute poverty, millions of children dying of hunger or undernourished at a time when food is being dumped into oceans, almost 900 million people so-called working poor, and close to a billion people without access to safe, clean water?

18.5 Peace seems illusive and utopian during times when fighting wars seems easy. With increasing threats and rising challenges to peace, we need to strengthen UNESCO so that it can use its soft power. In comparison, the amount contributed to instruments of peace such as education is very low. According to the *EFA Global Monitoring Report*, poor countries need an extra \$26 billion of external financing per year to achieve good-quality basic education with measures to target the marginalized by 2015. There are millions of girls out of school. Women still represent two-thirds of the world's 774 million illiterate adults. Madam Director-General, recently you said, "*Girls' education is a development multiplier and one of the most powerful transformational forces we have, to build peace and social inclusion.*"

18.6 Excellencies, in addition to education, there is a strong need to harness the power of culture for building peace. As His Excellency the President of China stated recently during his visit to UNESCO, "*Civilizations have come in different colours, and such diversity has made exchanges and mutual learning among civilizations relevant and valuable.*" Just as sunlight has seven colours, our world is a place of dazzling colours. A civilization is the collective memory of a country or a nation. We must – and in all sincerity – respect each civilization and culture as mutually contributing to the collective good and development. All civilizations are equal and need to be respected as such. Pakistan calls for the inclusion of culture and development as the fourth pillar of sustainable development goals. We also stress the importance of UNESCO's cultural conventions, particularly the 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, and call for it to be strengthened.

18.7 The post-2015 debate provides an opportunity to review how we have fared in our collective efforts to reduce poverty and develop better living conditions. As we move forward in our joint quest for peace and prosperity, we must work as equal partners, and build trust and mutual respect, because we all share one planet, breathe the same air and drink water from the same well.

18.8 Ladies and gentlemen, there is a need to recognize our joint responsibility to make UNESCO more functional and more efficient. We must foresee crisis-like situations and develop long-term solutions to them. Those who are defaulting on payments also need to realize their responsibility towards this very important Organization.

18.9 Excellencies, ladies and gentlemen, let us take our corrective course and debate UNESCO's even more efficient role in our fast-changing world. In this spirit, Pakistan welcomes the proposal of Egypt under agenda

item 31 "UNESCO at 70: Future Prospects" and the Dominican Republic's proposal on evaluation and foresight.

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

First, I would like to start out by emphasizing that this is a very challenging biennium for UNESCO. Internally, UNESCO needs to reinforce its cost-saving and reform measures to overcome the financial restraints. And externally, it needs to stretch its capacity to the maximum in order to secure UNESCO's constructive role in the post-2015 development framework. It is therefore crucial for us to gather wisdom to respond to pressing challenges with fewer resources. In this regard, I would like to express my sincere appreciation for the excellent efforts made by the Secretariat to save costs and promote efficiency under the \$507 million expenditure plan. I believe that UNESCO can turn this crisis into an opportunity for renewing itself as a more effective, focused and competent Organization.

19.2 However, in regards to staff separation, I call upon the Secretariat to proceed with the process, ensuring that the outflow of human resources in UNESCO's fields of competence is minimized as staff with considerable experience and expertise are indeed a core asset of this intellectual agency. As for the new mechanisms introduced to increase the transparency and efficiency of the Organization, such as result-based budgeting, the new reporting system and the sunset clause, the Secretariat should develop these mechanisms through close consultation with Member States and enable them to take root as soon as possible, given the current budgetary shortfall.

19.3 Mr Chair, let me now briefly touch upon some of the major programmes. In education, we have just a year to adopt the agreed position on education as a part of the United Nations development agenda at the World Education Forum to be held in Incheon, Republic of Korea, in May 2015. In this sense, the most pressing task now is to set up the post-2015 education agenda. I appreciate that UNESCO has demonstrated its leadership in this area and drafted the position paper which contains the overarching goal and targets for the agenda. However, the details need to be further discussed. As the leading United Nations agency in the field of education, it is of great importance for UNESCO to ensure that the post-2015 education agenda is aligned with UNESCO's mandates. In particular, I believe that global citizenship education (GCE) should be included as one of the targets since it encompasses the universal values directly linked to UNESCO's mandates, such as education for peace, human rights and intercultural understanding, and education for living together. Furthermore, the post-2015 education agenda needs to present the goals and visions for education until 2030. In this respect, I would like to underline the importance of information and communication technologies (ICTs) in education. ICTs have changed nearly all aspects of our lives and will also change the whole paradigm of education for the future. Therefore, I would like the Secretariat to consider ICTs an important part of the post-2015 education agenda.

19.4 Regarding the natural sciences, I find it forward-looking that the 19 focus areas recently presented by the United Nations General Assembly Open Working Group on Sustainable Development Goals include the major themes closely associated with UNESCO's science programmes, such as the conservation and sustainable use of marine resources, oceans and seas; water and sanitation; and ecosystems and biodiversity. In particular, as the only United Nations body specialized in ocean

science and services, it is important for the Intergovernmental Oceanographic Commission (IOC) to ensure that a development goal for the global ocean is included in post-2015 agenda. Moreover, with its experience and expertise in areas such as water research and water resource management, UNESCO needs to exert its leadership in the discussion of water issues as part of the post-2015 development agenda. It is my sincere hope that UNESCO's strategic perspectives and experience on these issues are shared at the Seventh World Water Forum, to be held in the Republic of Korea in 2015.

19.5 Finally, the Republic of Korea recognizes the role of culture in achieving sustainable development, as the facilitator of social inclusion and the source of economic development. In this context, the Republic of Korea supports UNESCO's efforts to include culture in the post-2015 development agenda. The Korean Government has been cooperating with UNESCO in this field through various funds-in-trust projects and also plans to actively participate in United Nations-wide discussions on culture and development. Therefore, I note with great satisfaction that the United Nations General Assembly adopted the resolution that recognizes the role of culture as both an enabler and a potential driver of sustainable development. I also urge the Secretariat to keep actively engaging in the United Nations post-2015 process such as the Open Working Group, high-level meetings, thematic debates and national consultations where the groundwork for intergovernmental negotiations on post-2015 will be laid. I hope that such endeavours will help culture to be mainstreamed into the development agenda. However, I am concerned that UNESCO is trying to reflect culture as targets or indicators in too many focus areas, making the concept of culture too broad and ambiguous. It is therefore necessary for UNESCO to focus on the areas directly related to its mandate and develop its arguments more clearly so that Member States recognize the need to include culture in the post-2015 agenda.

20.1 **La Sra. Sol de Pool** (El Salvador) *in extenso*:

La intervención de El Salvador la haré en nombre de la honorable Viceministra de Ciencia y Tecnología, Dra. Erlinda Handal Vega.

20.2 Señor Presidente de la Conferencia General, Señor Presidente del Consejo Ejecutivo, Señora Directora General: deseamos agradecer a la UNESCO su solidaridad y su apoyo al desarrollo de El Salvador. En este período hemos realizado exitosamente los proyectos del Programa de Participación, que han permitido intervenir en salud, cultura, educación, deportes y formación ciudadana.

20.3 Nos sumamos al discurso del GRULAC pronunciado por Ecuador y apoyamos todos los temas asociados con los PEID. Felicitamos a la Directora General por el documento EX/4, que en general ha mejorado mucho, y agradecemos ese esfuerzo. Señalamos que el documento necesita mayor análisis y visión prospectiva de los grandes programas, así como mejor definición de los desafíos que deben enfrentarse. Los indicadores se pueden afinar, para definir puntualmente los resultados esperados con sus respectivos efectos. En la elaboración de nuestro informe de la EPT, encontramos que en El Salvador se han declarado "libres de analfabetismo" 21 municipios, que comprenden una población de 37.799 personas. De forma general, en 2014 podemos declarar libre de analfabetismo a la población menor de 24 años de edad. La población analfabeta adulta y de la tercera edad alcanza al 11%, de

esta, el mayor porcentaje lo constituye el grupo poblacional de la tercera edad que vive en el medio rural.

20.4 La cobertura en educación básica es, hasta sexto grado, del 94%; hasta noveno grado, del 64% y, en educación media, del 37%. Aumentar la cobertura en los niveles de tercer ciclo y educación media es el gran reto que tiene actualmente la educación en El Salvador, además de la diversificación de ofertas de formación y su salida hacia el trabajo. Esta es una clave fundamental para lograr la disminución de la elevada delincuencia en la sociedad salvadoreña. No solo basta saber leer y escribir.

20.5 La educación técnica es una excelente herramienta para lograr una mayor integración calificada de la juventud en la vida productiva. En este período la educación técnica ha cambiado su enfoque de formación, poniéndose el énfasis en educar para el trabajo más que educar para el empleo, como en gestiones pasadas. Se ha iniciado esta transformación con la creación y puesta en marcha de programas que incentivan y apoyan con becas que, además de cubrir alimentación y transporte, permiten a los jóvenes que terminan noveno grado continuar sus estudios de bachillerato técnico, y a los que terminan bachillerato técnico o general continuar estudios de educación superior técnica. El programa "Seamos productivos" forma para el emprendedurismo cooperativo y asociativo, y apoya además con asesoría técnica y capital semilla los nuevos emprendimientos de graduados de las especialidades técnicas. Desde enero de 2010 hasta la fecha hemos invertido 31 millones de dólares del fondo del Estado en becas, otorgando más de 25.000 becas a jóvenes de escasos recursos económicos.

20.6 Salvador Sánchez Cerén, Vicepresidente y actual Presidente electo para 2014-2019, convencido de la pertinencia e importancia de la UNESCO, impulsó desde el inicio de su gestión el desarrollo sostenible de la reserva de biosfera Trifinio Fraternidad, compartida por El Salvador, Honduras y Guatemala, y nombrada por la UNESCO "región modelo". En relación con ello, el Gobierno alemán firmó un convenio en el que se compromete a destinar 11 millones de euros a la conservación de los recursos naturales de la reserva de biosfera Trifinio Fraternidad. Expresamos nuestros agradecimientos al Gobierno de Alemania por su cooperación. Con parte de esta ayuda El Salvador creará un Centro de Educación Superior Técnica en la zona del Trifinio. Este es otro proyecto que impulsa el Ministerio de Educación, y se presentó a la Directora General en su pasada visita al país, además de los programas de Robótica Educativa, Alfabetización y Cerrando la Brecha del Conocimiento. Este proyecto fortalecería los esfuerzos educativos en la zona de la reserva de biosfera, y abriría las puertas a jóvenes de Guatemala, Honduras y El Salvador, que podrán especializarse en el manejo del agua y los bosques. Hemos establecido una alianza con el Tecnológico de Costa Rica para la creación de estas especialidades.

20.7 Hacer mención ante el Consejo Ejecutivo de algunos de los tantos programas que llevamos a cabo con su ayuda tiene el propósito de expresarles lo mucho que apreciamos y lo relevante que es la ayuda que nos brinda la UNESCO y el decidido interés de la Directora General en Centroamérica y en el desarrollo de nuestro pueblo.

(20.1) **Ms Sol de Pool** *in extenso*:
(translation from the Spanish)

I shall deliver El Salvador's statement on behalf of the Honourable Vice-Minister of Science and Technology, Dr Erlinda Handal Vega.

(20.2) Mr President of the General Conference, Mr Chair of the Executive Board, Madam Director-General, we wish to thank UNESCO for its solidarity and its support for the development of El Salvador. At present, we have successfully implemented projects under the Participation Programme, under which work has been accomplished in the areas of health, culture, education, sports and citizenship training.

(20.3) We endorse Ecuador's statement on behalf of the Latin America and Caribbean Group (GRULAC) and support all points relating to small island developing States (SIDS). We congratulate the Director-General on document 194 EX/4, which is generally much improved, and we welcome the efforts made to that end. We must point out that greater analysis, a forward-looking vision of the major programmes and better identification of the challenges to be tackled are required in such a document. Indicators could be fine-tuned to match expected results with their respective impacts in a timely manner. In compiling our education for all (EFA) report, we found that in El Salvador, some 21 municipalities, comprising a population of 37,799 people, had been declared "illiteracy free". The population under 24 years of age in 2014 can generally be said to be illiteracy free. Some 11% of adult and senior citizens are illiterate, and a high percentage of them are seniors living in rural areas.

(20.4) Coverage in basic education is 94% until the sixth grade, 64% until the ninth grade and 37% in secondary education. Raising the coverage at the secondary and tertiary levels is the great challenge now facing the education system in El Salvador, as are the diversification of training opportunities and subsequent entry into the world of work. These are essential to success in lowering the high crime rate in Salvadorian society. Literacy alone is not enough.

(20.5) Technical education is an excellent tool for improving the qualified integration of youth into the world of work. In technical education, the focus of training has shifted to educating for work rather than educating for employment, as in past efforts. This change began with the introduction and implementation of incentive schemes, providing support through scholarships, meals and transport and enabling ninth-grade graduates to continue to study for a technical secondary education diploma and holders of a technical or general secondary education diploma to pursue studies in higher education. Under the *Séamos productivos* (Let's be productive) scheme, training is provided for cooperative and associative entrepreneurship, while technical assistance and seed capital are available to support new ventures by technical education graduates. From January 2010 to date, \$31 million in State funds have been invested in providing more than 25,000 scholarships to economically disadvantaged young people.

(20.6) Salvador Sánchez Cerén, Vice-President and currently President-elect of El Salvador for 2014-2019, persuaded of the relevance and importance of UNESCO, has promoted since the beginning of his term of office the sustainable development of the Trifinio-Fraternidad Biosphere Reserve, shared by El Salvador, Honduras and Guatemala and portrayed as a "regional model" by UNESCO. In that connection, the Government of Germany has signed an agreement to allocate €11 million for the conservation of the natural resources of the Trifinio-Fraternidad Biosphere

Reserve. We express our gratitude to the Government of Germany for its cooperation. El Salvador will use some of those funds to establish a centre for higher technical education in the vicinity of Trifinio. This is another project sponsored by the Ministry of Education and was submitted to the Director-General when she last visited El Salvador, in addition to schemes on educational robotics, literacy and closing the knowledge gap. The project should strengthen educational efforts within the biosphere reserve and open doors to young people in Guatemala, Honduras and El Salvador, who will be able to specialize in water and forest management. We have established a partnership with Costa Rica's Institute of Technology (TEC) for the establishment of such specialist courses.

(20.7) I have mentioned some of the many schemes that are being implemented with your assistance in order to highlight their importance and show how much we appreciate UNESCO's assistance and the Director-General's great interest in Central America and in the development of our people.

21.1 **M. Seddoh (Togo) *in extenso*** :

Monsieur le Président de la Conférence générale de l'UNESCO, Monsieur le Président du Conseil exécutif, Madame la Directrice générale, chers collègues membres du Conseil exécutif, permettez-moi de commencer mon propos en renouvelant nos félicitations au Président du Conseil et au Président de la Conférence générale pour leur élection, et en les assurant de notre parfaite coopération tout au long de leur mandat. Dans sa contribution aux débats en séance plénière de la 194^e session, le Togo s'inscrit dans la ligne du représentant de l'Angola, Vice-Président du Conseil pour le Groupe V(a).

21.2 Cette session intervient à une étape cruciale de la vie de notre Organisation. Avec une trésorerie fixée à 507 millions de dollars pour l'exercice biennal, l'Organisation est parée pour un nouveau départ, mais avec les mêmes contraintes que lors de l'exercice précédent. Une première question qui nous vient à l'esprit au moment où l'UNESCO expérimente un programme quadriennal est de savoir s'il ne serait pas judicieux de réfléchir à la possibilité de différencier les rôles des deux conférences générales qui jalonneront la période 2014-2017, en axant celle de 2015 principalement sur l'évaluation de l'action menée pendant la première période de deux ans, ce qui permettra éventuellement de réajuster le Programme et budget, tandis que celle de 2017 se prononcerait sur l'ensemble des quatre ans. Nous soumettons cela à votre réflexion.

21.3 Madame la Directrice générale, la délégation togolaise vous félicite pour avoir réussi à mener à bon terme l'exécution du Programme et budget 2012-2013, malgré les difficultés rencontrées. Il a fallu rationaliser les ressources limitées et réduire massivement tous les coûts : les priorités de programme ont été réorientées ; l'engagement de l'Organisation en faveur des deux priorités globales, l'Afrique et l'Égalité des genres, a été préservé, tout comme les dépenses de programme ; et de grands efforts ont été déployés pour diversifier les partenariats et les financements. Tout en remerciant les États membres qui ont apporté leur soutien à l'Organisation dans cette période difficile, nous devons reconnaître que cela a entraîné une réduction de la part du budget ordinaire dans le financement des activités. En outre, la réduction drastique des effectifs (400 postes de moins entre 2012 et 2014) nous interpelle s'agissant d'une organisation axée sur la coopération intellectuelle dont la force principale devrait reposer sur la disponibilité d'une

masse critique de compétences au service du programme dans les domaines prioritaires de l'Organisation. Au niveau du personnel demeuré en fonction, le moral n'est pas au plus haut. Que faire pour remettre le personnel en confiance afin qu'il soit dans les meilleures conditions pour donner son maximum ?

21.4 Pour le 37 C/5, notre délégation se réjouit que, dans l'ensemble de ses domaines de compétence, l'UNESCO accorde une place de choix à l'appui aux États membres pour le développement des politiques, ainsi qu'au renforcement des capacités et à l'échange des bonnes pratiques et des expériences réussies. C'est cela qui permettra à nos pays en développement d'être plus efficaces, plus efficients, plus compétitifs aussi dans la mobilisation de ressources pour de nouveaux projets. Nous nous réjouissons également de la cohérence qui existe entre les programmes phares de la priorité Afrique et de l'Égalité des genres, et les activités proposées par les secteurs de programme. Cela constitue un gage de mise en œuvre dont nous félicitons la Directrice générale et les responsables des secteurs et départements concernés.

21.5 L'exécution de la première phase de la réforme du dispositif hors Siège est un résultat positif pour l'Organisation. Nous souhaitons que tout soit mis en œuvre pour que des ressources humaines et financières suffisantes soient accordées aux nouveaux bureaux régionaux multisectoriels, aux bureaux nationaux et aux antennes de projet. La plate-forme d'Addis-Abeba devrait être rapidement rendue opérationnelle en dépit du budget de 507 millions de dollars. Il devrait en être de même pour l'évaluation de la capacité du dispositif nouvellement mis en place pour assurer l'exécution du programme.

21.6 En ce qui concerne la participation de l'UNESCO aux préparatifs d'un programme de développement pour l'après-2015, nous pensons qu'il s'agit désormais d'une priorité. Nous nous félicitons du document 194 EX/6 sur « L'éducation au-delà de 2015 » et souhaitons que d'autres secteurs de programme puissent s'engager dans la même voie.

21.7 En ce qui concerne les programmes proprement dits, ils rencontrent dans leur ensemble notre adhésion, même si nous ne sommes pas certains que des moyens suffisants seront disponibles pour leur réalisation. Nous mettons néanmoins brièvement en exergue quelques-uns d'entre eux : nous nous réjouissons du choix d'une approche holistique de l'éducation, et de la mention de l'enseignement supérieur parmi les sous-secteurs prioritaires aux côtés de l'alphabétisation et de l'enseignement et de la formation techniques et professionnels. Il ne sera pas possible de réaliser les objectifs de l'EPT sans un réservoir de compétences nationales et de capacités autochtones dans le domaine de la recherche, et sans de bons enseignants. L'UNESCO appuiera en outre l'élaboration des politiques et l'application des instruments normatifs. Il en sera de même pour l'apprentissage à distance, les programmes éducatifs en ligne efficaces, et les bonnes pratiques dans l'adaptation et l'utilisation des ressources éducatives libres.

21.8 Au titre des sciences exactes et naturelles, nous pouvons mentionner le renforcement des liens entre science et responsables politiques, les actions menées avec les peuples autochtones sur la reconnaissance du rôle central des savoirs locaux et autochtones dans l'accession à la durabilité, l'appui des États membres dans le domaine du renforcement des capacités et du partage

des connaissances, ainsi que l'amélioration des pratiques dans le domaine des énergies renouvelables en général, et particulièrement de l'énergie solaire dans le cadre du Programme mondial d'éducation et de formation en matière d'énergies renouvelables et des antennes régionales répondant aux besoins de l'Afrique.

21.9 Enfin, nous ne saurions terminer notre propos sans rappeler les défis croissants que notre monde doit relever pour assurer son développement harmonieux et sa survie. Nous avons donc besoin d'une UNESCO forte pour laquelle la contribution de tous est souhaitée. Nous vous remercions.

22.1 El Sr. Filmus (Argentina) in extenso:

Quisiera comenzar la intervención felicitando a la Directora General por su reelección al frente de la UNESCO, que pone de manifiesto el fructífero trabajo que viene llevando adelante, y también saludar al Presidente del Consejo Ejecutivo y expresarle nuestros mejores deseos para el futuro desempeño. Quisiera también hacer nuestro el discurso del Vicepresidente por el GRULAC, suscribimos en todos los términos lo que ha planteado.

22.2 La UNESCO transita momentos difíciles. La compleja situación financiera de nuestra Organización ha obligado a adoptar recientemente una resolución que permite realizar severos ajustes en materia de personal, tanto dentro como fuera de la Sede. Para que esta restructuración no perjudique su trabajo debe contribuir a un mejor posicionamiento de la Organización en el sistema multilateral y tener un mayor impacto sobre el terreno, y de ninguna manera perder el liderazgo en el debate intelectual y en la acción por la educación, la cultura, la convivencia y la paz. Por ello, solicitamos a la Directora General que analice especialmente el tema de las oficinas regionales, que en el caso de América Latina y el Caribe se han visto severamente afectadas, al punto de que difícilmente podrán desarrollar las actividades encomendadas a nuestra región.

22.3 Mi país considera que la crisis no debe dar lugar a la adopción de medidas que perjudiquen la actividad de la UNESCO y, en ese sentido, reiteramos la especificidad, vigencia y pertinencia de los cinco sectores o grandes programas de la UNESCO. Sostenemos nuestra posición respecto del Sector de Ciencias Sociales y Humanas que no debería fusionarse con ningún otro en virtud de dicho mandato.

22.4 Señor Presidente: en numerosas intervenciones en este Comité se ha hecho hincapié en los enormes déficits que actualmente la humanidad enfrenta en materia educativa. A pesar de los avances obtenidos, hay que ser sinceros, los Objetivos de Desarrollo del Milenio que nos habíamos propuesto para 2015 están lejos de ser cumplidos. No es verdad que este incumplimiento esté vinculado a la actual crisis financiera mundial, como se suele señalar. En momentos de crecimiento y disponibilidad de recursos, tampoco el mundo y los gobiernos habían invertido lo suficiente para atender las necesidades educativas de millones de niños, jóvenes y adultos. La falta de inversión educativa no depende de la situación financiera coyuntural, sino de las decisiones políticas que se toman a nivel mundial y nacional. Cuando hay crisis, se practican fuertes disminuciones presupuestarias en el campo educativo. Pocas veces hay recortes financieros similares en los recursos de las armas o del sector financiero. ¿Hay alguna prioridad más urgente que atender a los 50 millones de niños fuera del sistema educativo y los más de 724 millones de adultos analfabetos? Insistimos, se trata de decisiones y

prioridades políticas. Si no tenemos en cuenta qué prioridades se fijan cuando se distribuyen los recursos, tampoco después de 2015 se logrará alcanzar estos objetivos. La UNESCO tiene la obligación de plantear con firmeza este debate.

22.5 Pero la humanidad no solo necesita de la educación para generar mayores niveles de igualdad. También necesita de su papel en la difusión entre las nuevas generaciones de los valores que dieron lugar a la UNESCO. Existe hoy en el mundo, inclusive en muchos países que muestran elevados niveles educativos, graves situaciones de discriminación, intolerancia y racismo. La UNESCO debe seguir liderando el trabajo por una educación en los valores de la integración, la solidaridad, la convivencia entre los pueblos y la paz. Para mi país los derechos humanos constituyen una política de Estado y debo anunciar con gran satisfacción que, el 16 de enero de 2013, entró en funcionamiento el Centro Internacional para la Promoción de los Derechos Humanos (CIPDH) en la sede de un antiguo campo de concentración de la dictadura militar.

22.6 La Convención del Patrimonio Mundial ha creado conciencia mundial sobre nuestro patrimonio cultural y natural. La Asamblea General de los Estados Partes, celebrada en noviembre de 2013, dio un nuevo mandato para tener un Comité del Patrimonio Mundial con una distribución equitativa regional más justa, así como un proceso de evaluación más inclusivo y transparente que contemple la inclusión de todas las regiones del mundo. Entre otras cuestiones, apoyamos la candidatura del Qhapac Nan, sistema vial andino, a la Lista del Patrimonio Mundial. Asimismo, quisiera recordar que, en materia de política cultural, la Cancillería argentina ha impulsado el “Programa de la voz de los sin voz”, destinado a promover las culturas de los pueblos originarios. El Programa MOST debe reforzarse y convertirse en un elemento de innovación y transformación, y en un ejemplo para la investigación.

22.7 Deseo terminar la intervención reafirmando que Argentina apoya fuertemente y tiene confianza en la visión fundada en el nuevo humanismo que alienta la Directora General y que viene encabezando la acción de la UNESCO de los últimos años. Seguiremos trabajando para que se convierta en realidad.

(22.1) **Mr Filmus** (Argentina) *in extenso*:
(translation from the Spanish)

I should like to begin by congratulating the Director-General on her re-election at the helm of UNESCO, which highlights the fruitful work that she is carrying out, and to welcome the new Chair of the Executive Board and wish him the very best during his term of office. I should also like to endorse the statement by the Vice-Chair for the Latin America and Caribbean group (GRULAC) as we agree to all of the points that he has raised.

(22.2) UNESCO is going through difficult times. The complex financial situation has recently forced our Organization to adopt a resolution permitting severe staff adjustments, both at Headquarters and in the field. If restructuring is not to undermine the Organization's work, it must contribute to the improvement of the Organization's position in the multilateral system and of its impact on the ground. UNESCO must not at all lose its leadership in the intellectual debate and in action to promote education, culture, coexistence and peace. Therefore, we call on the Director-General to analyse, in particular, the

matter of the regional offices which, in the case of Latin America and the Caribbean, have been so severely affected that they can hardly carry out the activities entrusted to our region.

(22.3) My country considers that the crisis should not lead to measures that adversely affect UNESCO's activity and, in that regard, we again point to the specificity, validity and relevance of UNESCO's five sectors or major programmes. We maintain our view that the Social and Human Sciences Sector should not be merged with any other, in view of the Organization's mandate.

(22.4) Mr Chair, the huge education deficits facing humanity have been highlighted in many statements at this session of the Board. In spite of the progress achieved, it must be admitted that the Millennium Development Goals (MDGs) set for 2015 are far from being met. It is not true that failure to meet them is linked to the current global financial crisis, as is usually said. Even in times of growth and available resources, the world and governments did not invest enough to meet the educational needs of millions of children, young people and adults. The lack of educational investment does not depend on the cyclical financial situation, but on political decisions made nationally and internationally. In times of crisis, severe budget cuts are made in education. Similar cuts are rarely made in resources for armaments or in the financial sector. Is any priority more urgent than that of providing for the 50 million out-of-school children and more than 724 million illiterate adults? We stress that the issue is one of political decisions and priorities. If set priorities are not taken into account when resources are allocated, then the post-2015 development goals will not be achieved either. UNESCO is under an obligation to state this issue firmly.

(22.5) That said, humanity requires more than education to generate higher levels of equality. It also requires the values that led to the establishment of UNESCO to be spread among the younger generations. In today's world, even in many countries with high levels of education, discrimination, intolerance and racism are serious problems. UNESCO must continue to take the lead the work to promote education in the values of integration, solidarity, coexistence among peoples and peace. Human rights are a state policy in my country, and I announce, with great satisfaction, that on 16 January 2013, the International Centre for the Advancement of Human Rights (ICHR), located in the headquarters of a former concentration camp of the military dictatorship, became operational.

(22.6) The World Heritage Convention has raised global awareness of our cultural and natural heritage. The General Assembly of States Parties, held in November 2013, adopted new terms of reference for the World Heritage Committee, rendered the Committee's regional distribution more equitable and improved the inclusiveness and transparency of evaluation by providing for the inclusion of all regions of the world. Among other issues, we support the nomination of *Qhapac Ñan*, the Andean road system, for inclusion in the World Heritage List. Similarly, I should like to report, in regard to our cultural policy, that the Argentine Ministry of Foreign Affairs has supported “The Voice of the Voiceless”, a programme designed to promote the cultures of indigenous

peoples. The Management of Social Transformations (MOST) Programme must be strengthened and become a factor of innovation and transformation and an example for researchers.

(22.7) I should like to conclude by reaffirming that Argentina strongly supports, and has confidence in, the vision of a new humanism that has inspired the Director-General and has informed UNESCO's work in recent years. We shall continue to work to ensure that it becomes a reality.

23.1 **M. Lalliot** (France) *in extenso* :

Madame la Directrice générale, Monsieur le Président de la Conférence générale, Monsieur le Président du Conseil exécutif, Mesdames et Messieurs les ambassadeurs, Mesdames et Messieurs, Frédéric Rossif avait eu cette savoureuse boutade qui était aussi un oxymore que certains d'entre vous connaissent peut-être déjà : « *L'UNESCO ? Inutile comme Mozart* ». Unique en son genre, l'UNESCO n'a cessé, depuis bientôt 70 ans, de favoriser la circulation des idées, de contribuer au rapprochement des cultures et des hommes, et de travailler à l'édification de la paix. Elle l'a fait et elle continue à le faire avec des moyens limités, particulièrement dans la période récente, et cela au prix d'importants efforts de restructuration.

23.2 C'est tout d'abord pour ces efforts que je souhaiterais vous exprimer mes remerciements, Madame la Directrice générale. Car, nous, les savons tous, les conséquences de cette crise sont importantes. Elles le sont pour les programmes, mais aussi pour le personnel de l'UNESCO. Quand je parle de conséquences importantes, je pourrais presque parler de conséquences douloureuses. Nous sommes, à cet égard, très attentifs aux modalités d'accompagnement et de formation du personnel qui sera à cet effet redéployé. Cet effort de réforme, il faut de toute évidence le poursuivre, nous sommes plusieurs ici à l'avoir dit. Car une UNESCO plus efficace, plus cohérente, sera aussi une UNESCO plus puissante. Je suis intimement convaincu que l'UNESCO peut ressortir, doit ressortir, de cette crise renforcée dans ses missions, renforcée dans son mandat, et renforcée dans son image.

23.3 Je crois aussi que le temps est venu, pour l'UNESCO et pour nous, États membres, d'écrire une nouvelle page de l'histoire de l'Organisation. Dans la lignée des pères fondateurs de l'UNESCO, soyons donc ambitieux pour cette Organisation si singulière, cette Organisation « *noble et fraternelle* », selon les termes du Général de Gaulle. L'UNESCO est, en effet, plus que jamais nécessaire à la sécurité et à la paix internationales, à la construction de cet « *esprit de paix* » dont parlait Léon Blum, plus que jamais nécessaire aussi pour promouvoir un développement durable, un développement équitable. Notre souhait, mon souhait, c'est celui d'une UNESCO fidèle à ses valeurs fondatrices, engagée pour répondre aux défis de notre monde, portée par des États membres qui s'efforcent de donner toute la visibilité, toute la cohérence nécessaires à son action.

23.4 Dans la période de très profonds bouleversements que nous traversons, nous avons en effet besoin d'une UNESCO engagée. Engagée, elle l'est lorsqu'elle défend les droits de l'homme et la liberté d'expression. Elle l'est lorsqu'elle se mobilise pour la protection des journalistes. Elle l'est lorsqu'elle promeut le multilinguisme et l'enseignement des langues, fondements de cette diversité culturelle qu'elle incarne si bien. Elle l'est aussi pour répondre aux menaces qui pèsent sur

notre patrimoine, et donc sur notre histoire commune. Ce fut le cas au Mali, vous l'avez appelé Madame la Directrice générale, et le lancement officiel des travaux de reconstruction des mausolées de Tombouctou est à cet égard un succès pour l'UNESCO, dont nous nous félicitons. C'est aussi le cas en Syrie, où l'UNESCO a pris la tête des efforts de la communauté internationale pour dénoncer les destructions et le pillage des plus beaux sites de Syrie, et préserver ainsi la mémoire de son peuple. Engagée, l'UNESCO doit continuer à l'être pour préparer l'avenir. Les défis sont nombreux. Je me bornerai à en citer trois pour lesquels l'action de l'UNESCO nous semble particulièrement attendue et particulièrement nécessaire.

23.5 Premièrement, le nouveau programme de développement pour l'après-2015. L'UNESCO a accompli un travail remarquable pour faire reconnaître le droit à l'éducation, en particulier celui des filles, et promouvoir un objectif dédié à l'éducation. La France appuie également vos efforts, Madame la Directrice générale, pour tout ce qui touche à la défense du rôle, que nous jugeons essentiel, de la culture comme condition et catalyseur du développement.

23.6 Deuxième défi essentiel : la lutte contre le changement climatique. L'UNESCO a, en effet, un rôle clé à jouer pour sensibiliser et mobiliser la société civile, en particulier les jeunes, pour contribuer à élaborer les réponses aux dérèglements, qui sont déjà manifestes un peu partout dans le monde. La France compte, à cet égard, travailler main dans la main avec l'UNESCO, à commencer par ses grands programmes scientifiques et la Commission océanographique intergouvernementale, pour préparer la Conférence Paris Climat 2015.

23.7 Le numérique enfin, qui pose dans des termes nouveaux la question de la protection de la diversité culturelle, mais constitue aussi une réelle opportunité de développement, notamment au travers des industries culturelles. J'espère, à cet égard, que les initiatives françaises, et je pense notamment au tout récent Forum de Chaillot, permettront de nourrir le débat au sein de l'UNESCO et de dessiner des solutions nouvelles pour l'avenir.

23.8 La France souhaite vous assurer, Madame la Directrice générale, de son soutien, et de son souhait d'assumer pleinement son rôle d'État fondateur de l'Organisation, et d'État du Siège. L'UNESCO n'est pas pour nous une agence technique cantonnée à des sujets périphériques. Elle est une organisation politique qui doit exercer pleinement l'ensemble de ses missions et tenir ainsi toute sa place au sein du système des Nations Unies.

23.9 La France souhaite que ce rôle de soutien et de proposition soit aussi celui des organes directeurs de l'UNESCO, et notamment du Conseil exécutif qui se réunit aujourd'hui. Un rôle de réflexion, un rôle de discussion, un rôle de décision, dans une approche que nous voulons résolument constructive et confiante. Ensemble, confortons l'UNESCO comme lieu de dialogue, à l'abri des affrontements idéologiques ; conjuguons le rôle de l'Organisation en tant que forum de pensée, ainsi que son rôle de catalyseur de projets ; imposons, dans tous ses domaines de compétence, la qualité de son expertise ; démontrons sa capacité d'adaptation à un monde en perpétuel mouvement ; faisons en sorte que l'UNESCO soit plus que jamais un laboratoire d'idées et un pont jeté entre toutes les cultures, dans le respect de chacune d'entre elles. Ensemble, il n'y a rien qui soit hors de notre

portée, si nous savons ne pas nous disperser dans des querelles stériles, si nous savons nous concentrer sur l'essentiel.

24.1 Mr Tsegaye (Ethiopia) in extenso:

Mr Chairperson of the Executive Board, Mr Chairperson of the General Conference, Madam Director-General, Excellencies, distinguished Members of the Board, ladies and gentlemen, let me at the outset express, on behalf of my delegation, our appreciation to the Chair of the Executive Board, the Director-General and the Secretariat as a whole for their concerted efforts in organizing this session. I would like to commend the work done by the Ad Hoc Preparatory Group and its Chairperson, HE Ms Ossakedjombo-Ngoua Memiaghe, Ambassador of Gabon. Let me also wish you, Mr Chairperson, a very successful term of office. My delegation fully endorses the statement made by Angola on behalf of the Africa group.

24.2 Mr Chairperson, we are meeting at a time of intense activities to reform UNESCO and to enable the Organization to live up to the expectations of its Members, within its burdensome budgetary constraints. The endorsed \$507 million expenditure plan for the new biennium is by no means sufficient to reasonably address the various programmes that we need to carry out. In that regard, we recognize the efforts of the Director-General to compensate for the budget shortfall. While we commend the considerable efforts to rationalize the use of limited resources, reduce costs and mobilize external budgetary funds, we are not convinced by the benefits of some of the proposed structural changes and the reduction of staff.

24.3 Madam Director-General, in your report, you have indicated that the number of UNESCO regular programme staff posts is planned to be reduced from 1,893 to around 1,450. We know it has been an arduous, uncomfortable and, in some cases, necessary job for you to undertake. I would like to underline, however, that UNESCO needs its qualified personnel: UNESCO's staff are the Organization's biggest asset and should not bear the consequences of its inability to fully utilize the little funds it has. Furthermore, as an African Member State, I am particularly alarmed that many African nationals are affected by your measures. We want to see a transparent, coherent and well-formulated approach by the Organization in this regard. As the External Auditor had previously reported to the Board, the consequences of all staff separation plans should be carefully studied.

24.4 Excellencies, distinguished Members of the Board, I must commend the work carried out by UNESCO in core programme areas in spite of sharp financial difficulties. However, we reiterate our concern that the implementation of the five major programmes was to a large extent achieved through extrabudgetary resources. We are even more concerned that the report of the Director-General clearly stated that this reliance on extrabudgetary resources is expected to continue. This is not a sustainable financial mechanism for our programmes. In order to respond to changing needs and priorities, the Organization will need to continue identifying innovative solutions to cope with the difficult budgetary and human resources shortage.

24.5 Turning to Priority Africa, we have come a long way since the evaluation of the Internal Oversight Service (IOS). The Africa group has extensively worked on defining flagship programmes for the continent. The Pedagogical Use of the General History of Africa (PUGHA) and the Slave Route project are two of those

flagship programmes. However, the proposed structural change for the Culture Sector does not reflect the importance that the Africa group has given to these programmes. We support, on the other hand, the proposed structure and mission of the Africa Department.

24.6 I would like to finish by saying that UNESCO is one of the few international organizations that has the potential and the competencies to have a real impact on gender equality in the world. As the late Wangari Maathai said, "*The higher you go, the fewer women there are.*" In all our five major programmes, Priority Gender must lead to concrete results.

25.1 Mme Ossakedjombo-Ngoua Memiaghe (Gabon) in extenso:

Messieurs les présidents de la Conférence générale et du Conseil exécutif, Monsieur le représentant de la Directrice générale, Mesdames et Messieurs les ambassadeurs, Mesdames, Messieurs, le Gabon s'associe à la déclaration faite par le Vice-Président du Groupe africain au Conseil. Notre pays voudrait ici faire part de sa satisfaction au Président du Conseil pour la diligence avec laquelle les documents de travail, nécessaires aux déclarations des États membres, nous sont parvenus. Je voudrais aussi féliciter le Secrétariat, à travers les ADG et toutes leurs équipes respectives, pour la qualité des documents qui nous ont été remis.

25.2 Monsieur le Président du Conseil, s'agissant du Secteur des sciences exactes et naturelles, le Gabon rend un hommage mérité à l'ADG/SC, Mme Gretchen Kalonji, qui a quitté son poste, et au personnel de ce secteur, pour les avancées pragmatiques réelles effectuées face aux requêtes des États membres.

25.3 Notre Organisation est unique en tous points de vue dans le système des Nations Unies. L'UNESCO est la seule institution dont le mandat couvre tous les domaines des sciences, et il est important de rappeler ce fait et d'en tenir compte lors de la mise en place de notre vision stratégique commune. J'en appelle donc au souci de responsabilité du Conseil pour qu'il maintienne cet engagement pour les sciences tout au long du prochain exercice biennal.

25.4 L'UNESCO doit initier un engagement international novateur en faveur des sciences fondamentales, notamment en Afrique. Nous pensons qu'un tel engagement est une condition nécessaire pour tout développement durable sur le continent. En effet, les sciences fondamentales sont la clé de l'innovation scientifique, génératrice au premier chef de croissance et d'une meilleure qualité de vie. Ce nouvel engagement pour la promotion des sciences fondamentales en Afrique donnerait à notre Organisation, en tant qu'agence intellectuelle mais aussi technique, une visibilité accrue dans le monde. En effet, c'est aussi à travers la recherche fondamentale que les problèmes vitaux de santé, d'alimentation, de biodiversité, de changement climatique, d'assainissement, de ressources en eau et de qualité de l'enseignement trouvent des solutions. Dans cette optique, l'UNESCO devrait favoriser la création de prix et de médailles en sciences fondamentales réservés aux chercheurs du Sud qui contribuent au bien-être de leurs concitoyens. En ce début d'année 2014, nous pouvons d'ores et déjà nous féliciter de l'ampleur et de la qualité des activités menées par l'UNESCO en Afrique à l'occasion de l'Année internationale de la cristallographie, et nous espérons que les mêmes dispositions seront prises dans le cadre de l'Année internationale de la lumière en 2015.

25.5 De même, s'agissant de la Commission océanographique intergouvernementale de l'UNESCO, le Gabon considère que l'expertise africaine de la COI devrait être utilisée à bon escient pour son développement, notamment dans nos zones côtières. Comme les autres pays africains, il appuie le comité de coordination intérimaire du GOOS-AFRIQUE et demande au Secrétariat de la COI de lui apporter tout le soutien dont il a besoin pour le développement de l'océanographie opérationnelle en Afrique. De notre point de vue, un véritable renforcement des capacités en matière d'océanographie doit s'appuyer sur les institutions africaines existantes, en particulier les universités africaines qui doivent jouer un rôle de premier plan dans tous les programmes de formation de la COI sur le continent. C'est ainsi qu'une nouvelle génération d'océanographes africains – femmes et hommes – sera formée. C'est à l'aune de cette approche nouvelle que nous apprécierons l'efficacité de l'engagement de la COI dans la mise en œuvre de la priorité Afrique. Nous demandons également le renforcement du Secrétariat de la Sous-Commission de la COI pour l'Afrique, établi à Nairobi au sein du Bureau régional pour les sciences.

25.6 En ce qui concerne le Secteur de la culture et la proposition de restructuration présentée dans le document 194 EX/3, le Gabon souhaite d'abord féliciter et remercier l'ADG/CLT, M. Bandarin, qui va lui aussi bientôt quitter l'Organisation, ainsi que l'ensemble du personnel pour tout le travail accompli pendant de longues années. Les projets *Histoire générale de l'Afrique*, La Route de l'esclave et Les Routes de la soie constituent autant de projets phares et participent au caractère intersectoriel et multidisciplinaire des actions de l'UNESCO. Il ressort du paragraphe 52 du document 194 EX/3 que la section Histoire et mémoire pour le développement et le dialogue est désormais une équipe. Or, une équipe, de manière générale, est créée pour la mise en œuvre d'une activité spécifique limitée dans le temps, et est rattachée à une entité supérieure, ce qui est différent, en droit des organisations internationales, d'une section placée sous la responsabilité d'un chef de section, qui peut diriger plusieurs équipes. Ramener la section Histoire et mémoire à une simple équipe reviendrait donc à fragiliser les programmes menés dans ce cadre, avec le risque de minimiser tous les programmes phares et de les voir disparaître à terme, alors qu'ils sont bien au cœur du mandat de notre Organisation. En conséquence, le Gabon souhaite voir l'appellation « équipe » abrogée et remplacée par le terme « section ».

25.7 Monsieur le Président, le Gabon appuie l'inscription proposée par l'Égypte du point supplémentaire 31 – « L'UNESCO à 70 ans : perspectives d'avenir ». Notre pays considère que l'UNESCO, institution spécialisée à vocation universelle, se doit de conserver et d'entretenir cet éclairage, qui sert à l'humanité tout entière. C'est pourquoi nous félicitons la Directrice générale pour les actions conduites lors de la journée d'information sur la Syrie et pour tout ce qui est fait pour favoriser la stabilité et soulager les souffrances des populations.

25.8 Dans le même ordre d'idées, nous avons accueilli ici le Président chinois, M. Xi Jinping, qui a déclaré dans son discours, que toutes les cultures et civilisations se valent et participent de la diversité de l'humanité. L'UNESCO agit dans l'esprit de la déclaration de son Acte constitutif qui affirme 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 », mais il faut aller bien au-delà.

26.1 **Mr Anthony** (Belize) *in extenso*:

Mr President of the General Conference, Madam Director-General, Mr Chair of the Executive Board, Vice Chair, Chairs of the Programme and External Relations Commission (PX) and the Finance and Administrative (FA) Commission, Chairs of Committees, distinguished Members and colleagues of the Executive Board, and other honourable men and women, I want to say how pleased and gratified I am to be addressing the 194th session of the Executive Board of UNESCO. I want to thank you for this opportunity. First of all, let me pronounce loud and clear that Belize stands committed to UNESCO's Constitution, mission statement, programmes, ideals, policies, strategies, and yes, we are also committed to the global priorities of Africa and gender equality. If I may, I would like to add one more commitment to that list, Mr Chairman: the commitment to small island developing States (SIDS) and to least developed countries (LDCs), and yes, you can see why I would, because Belize is a member of those groups.

26.2 Belize is cognizant of the Medium-Term Strategy for 2014-2017 in document 37 C/4 that deals with the implementation of the programme and budget. We are also cognizant of the Programme and Budget for 2014-2017 detailed in document 37 C/5. We are aware of the unprecedented budgetary constraints of the Organization, and yes, we are mindful and sensitive of the 2014-2015 budget of \$507 million. With this crisis, we know that austerity measures have already been taken to alleviate some of the financial pain, which means that some programmes such as the Participation Programme, had to be reduced. Mr Chair, we cannot make bread out of stone, we cannot build a mountain from a mole hill, and we cannot cry tears, for we are too mature for that. But shoulder to shoulder we will stand, and we will do the best we can with what we have, and we will not cry over spilt milk. It is what it is.

26.3 We expect too, that extrabudgetary financing and emergency funding will also assist the Organization in filling some of the shortfalls. Mr Chair, UNESCO is a global Organization. We were not created in a vacuum. So, as a global Organization, we must take global risks and face global challenges of a complex nature. Now is the time when UNESCO should continue to have a platform to improve international cooperation and capacity building. Now is the time when UNESCO should implement results-based budgeting (RBB) and results-based management (RBM) in all of its programmes. Now is the time when UNESCO should meet all emerging challenges head on without fear of favour. Now is the time, Mr Chair, when UNESCO should shine and prove its salt and demonstrate that we can be the salt of the earth.

26.4 As a global Organization, we must stand ready to evolve and renew our commitment and ideals. We should become more proactive and more in tune with the worldwide problems that plague us. We, together as a team, can increase UNESCO's focus, position UNESCO closer to the field, strengthen our participation in the United Nations, strengthen governance, and develop a partnership strategy that is acceptable to all. We cannot be selfish though, for United we stand and divided we fall. The rich must give more so that there can be an equity balance for the poor.

26.5 Mr Chair, we still need United States money. We need to return to the United States Congress and, with

gentle persuasion, let them realize that when they withhold such funds, the countries that suffer the most are the small countries, the least developed, and Africa. I lived in the United States for 25 years, so I know, Mr Chair, that the American people are compassionate, loving, caring and kind. They love to give and will be one of the first to respond to any worldly disasters. And if it were not so, I would not have lived there for so long. So let us approach them again, Mr Chair, and with humility ask them for their contribution. We can even think of drafting up a document that is supported and signed by all Board Member States requesting consideration on this matter. The United States, more than any other country, understands that a country has a right to its territorial integrity, independence and freedom of expression, and a right to one's destiny and freedom. Let us, through diplomacy and peace, find a solution to this very important humanitarian issue.

26.6 Mr Chair, we need to harness new opportunities for social progress through peace, justice, non-discrimination, human rights, gender equality, tolerance and common sense. We need to continue to promote education, the natural sciences, culture, the social and human sciences, and communication and information. We need education for all (EFA), education for sustainable development (ESD), eradication of poverty, and intercultural dialogue. We need all our Member States to approve the conventions. We need to continue to promote World Heritage, the Man and the Biosphere (MAB) Programme and to call for the repatriation of the slave routes. We need to promote the welfare of marginalized groups, build more climate change centres and educate the young people about climate change. We need to eliminate discrimination on all fronts and help to prevent violence among young people in poverty-stricken neighbourhoods. We need to remember our artists, our journalists, our scholarship programmes, our International Programme for the Development of Communication (IPDC), the Information for All Programme (IFAP) and our Participation Programme. Mr Chairman, if this interdependent global Organization, namely UNESCO, stands as a team and embarks on these issues as a team, then we can succeed. Yes we can. And if we succeed, then God will smile on us and bless us even more and then our living will not be in vein..

27.1 **Ms Y. Katagum** (Nigeria) *in extenso*:

Mr President of the General Conference, Madam Director-General, dear colleagues, let me congratulate you, Mr Chairperson, for the very skilful manner in which you have been conducting the session since yesterday. Let me also state that Nigeria supports the statement made yesterday on behalf of Group V(a) by Angola.

27.2 The last biennium was a very challenging period for UNESCO with the serious financial difficulties which befell the Organization. We recall that period, not to wallow in the pain of those moments, but to put on record the remarkable effect the trying period had on the Organization. The Executive Board, in concert with the Director-General and the Secretariat, became a continuous workshop – indeed, a laboratory of ideas – on how to save UNESCO and make of it a more efficient Organization, even in the face of daunting financial difficulties. We must thank all those who have sustained their extrabudgetary contributions to UNESCO in spite of the unfavourable global economic situation, and encourage others to follow their laudable example.

27.3 As a country, Nigeria has over the years provided annual core budgetary support to the UNESCO Institute for Lifelong Learning (UIL) in a very predictable and

sustainable manner. We have decided to extend similar support, with effect from 2014, to the UNESCO International Bureau of Education (IBE), especially in view of its new status as a centre of excellence in curriculum development.

27.4 Nigeria continues to follow with interest the state of progress in the reform of the field network. We welcome the detailed presentation of the situation in the African region. We regret, but understand, the reason for postponing the establishment of the regional support platform, which we consider an important part of the necessary structures for the success of decentralization to the field and the assessment of the efficiency of the structures already established. However, we still want to see a reasonably streamlined administration of programme activities, particularly for the Africa region where we understand that the flagship programmes will be coordinated by the Africa Department while the other programme activities will be coordinated by the programme sectors. We also wish to emphasize the need to make adequate arrangements for resource mobilization for these flagship programmes and to involve Member States in such arrangements, as well as in the execution and evaluation of these programmes.

27.5 Early this year, Nigeria initiated discussions with UNESCO on the secondment of national staff to the multisectoral office in Abuja, to assist the core UNESCO programme officers in programme implementation. I am glad to state here that this process is at a very advanced stage with the relevant national authorities. However, let me also state that staff secondment does not replace the core UNESCO professional and experienced programme specialists, whose duties will include the capacity building of officers, including those seconded by the Member States.

27.6 We thank the Director-General for her report on UNESCO's participation in the preparations for a post-2015 development agenda. We note the development of new entry points for the Organization in the overall programme, especially as regards education and science. We particularly welcome UNESCO's decision to seek to further develop concrete proposals and recommendations on how to incorporate culture into the future agenda. In this regard, we would encourage UNESCO to vigorously take advantage of its leadership role during the second round of consultations, to ensure the clear inclusion of culture in the development agenda.

27.7 In addition, we need also to take into consideration the recommendations contained in the Common African Position on the Post-2015 Development Agenda adopted in N'Djamena in February 2014. The document includes peace and security among the six pillars identified, emphasizing its inextricable link to development, a subject which is at the core of UNESCO's Constitution.

27.8 Dear colleagues, it is now becoming a reality that several sub-Saharan African countries will not achieve the Millennium Development Goals (MDGs) and education for all (EFA) goals by 2015. Considering the challenges facing the Education Sector in Nigeria and in alignment with the United Nations Secretary-General's Global Education First Initiative, the Nigerian Economic Summit Group (NESG), in collaboration with experts and stakeholders in the Education Sector, convened a high-level policy dialogue in March 2014, with the theme "Transforming Education through Partnerships for Global Competitiveness". The main objective was to push for permanent structural

changes that would allow for the development of 21st-century skills in Nigerian children. We wish to commend the active participation of the UNESCO Abuja office in this national process. The Summit came up with key short-term and long-term actionable strategies and a roadmap to reform the Education Sector. In all the discussions, the role of the teacher emerged as pivotal to any effort to reform the sector. On the issue of teachers, we wish to commend the Government of China for pledging to further strengthen its Funds-in-Trust programme on capacity

building for teachers in sub-Saharan Africa as well as the increase in the number of Great Wall fellowships, which have been of tremendous value to African countries.

27.9 Finally, Nigeria supports the revision of the UNESCO Charter of Physical Education and Sports, which is long overdue. For us, sports and physical education are veritable means of channelling the creative energy of our teeming youth, and ensuring a healthy lifestyle for all.

The meeting rose at 1 p.m.

FOURTH MEETING

Tuesday 8 April 2014, 3.10 – 5.10 p.m.

Chair: Mr Amr

REPORTING ITEMS (*continued*)

Item 4.I: Implementation of the programme and budget, and results achieved in the previous biennium (2012-2013 – 36 C/5) (Draft 38 C/3) (*continued*)
(194 EX/4 Part I and Add-Add.2; 194 EX 4.INF.4; 194 EX 4.INF.5)

Item 4.II: Budgetary situation of the Organization for 2012-2013 (36 C/5) as at 31 December 2013 (unaudited), budget adjustments arising from donations and special contributions received, and Management Chart for programme execution in 2012-2013 (unaudited) (*continued*) (194 EX/4 Part II; 194 EX/4.INF.2; 194 EX/4.INF.3)

Item 4.III: Follow-up to the independent external evaluation of UNESCO (IEE), and implementation of the roadmap (*continued*) (194 EX/4 Part III; 194 EX/4.INF)

Item 4.IV: State of progress of the reform of the field network (*continued*) (194 EX/4 Part IV and Add.)

Item 5: Follow-up to decisions and resolutions adopted by the Executive Board and the General Conference at their previous sessions

Item 5.I: Programme issues (*continued*) (194 EX/5 Part I and Add.-Add.2)

Item 5.II: Management issues (*continued*)
(194 EX/5 Part II)

Item 5.III: Human resources issues (*continued*)
(194 EX/5 Part III and Add.-Add.2)

Plenary debate (*continued*)

1.1 **Ms Faye** (Gambia) *in extenso*:

Mr Chair of the Executive Board, Mr President of the General Conference, Madam Director-General of UNESCO, Your Excellencies, Ambassadors and Permanent Delegates, distinguished representatives of international organizations, ladies and gentlemen, other protocols duly and respectfully observed, I wish first to take this opportunity to congratulate and welcome the new Chair of the Executive Board, H.E. Ambassador Mohamed Amr. I would also like to congratulate the new President of the General Conference, H.E. Mr Hao Ping, as well as the Director-General on her election for a second term of office. Gambia would like to endorse and associate itself with the statement made on behalf of the Africa group.

1.2 The 37th session of the General Conference has given us the opportunity to craft a new direction for this Organization, taking into consideration all the challenges it faces. We have agreed on taking a fine-tuned approach to resource mobilization and a sharper programmatic focus. Gambia would like to express its support for the six flagship programmes identified within the Operational Strategy for Priority Africa, emphasizing peace and education and the harnessing of science, technology and innovation (STI) and knowledge for the sustainable socio-economic development of Africa. We hope that these programmes will be supported by adequate human and financial resources and delivered effectively in the Africa region.

1.3 Mr Chair, on education, we note with keen interest UNESCO's involvement in a number of initiatives linked to the post-2015 agenda. We are all conscious of the need to find a new direction and innovative approaches to education all over the globe. It is gratifying to note that the Gambian education system underwent important reforms in the last decade relating to expanded school coverage. Primary completion rates increased from 39% in 1992 to 73% in 2013, an expansion that led to the attainment of gender parity in 2005. But as we succeed in building more classrooms and getting more children into school, our education system is faced with new challenges relating to quality and the responsiveness of education to the needs and aspirations of our communities. The revised education policy 2004-2015 emphasizes the continued improvement in the quality of teaching and learning through the introduction of the early-grade mathematics interventions not only to support the teaching of mathematics in our schools but also to reinforce and supplement early-grade reading interventions.

1.4 We expect that UNESCO will maintain its visibility as the lead agency in the discussions defining the future of education in Africa and the world at large, and improve its overall effectiveness by strengthening its role in the National Commissions.

1.5 Mr Chair, Gambia also attaches great importance to STI and technical and vocational education and training (TVET), particularly through the various reforms undertaken during the past two years to strengthen its institutions and national policies to reach out-of-school youth and to provide an alternative channel to the mainstream education system. There is no doubt that funding and capacity building will be crucial for achieving the desired outcomes. Therefore, Gambia, like other African countries, calls for more support in this area through research and development and the engagement of the higher education sector. We entreat the Director-General to further work towards strengthening STI and TVET in developing countries and encourage the sharing of best practices.

1.6 Mr Chair, the protection of our biosphere, curbing the constant menace faced owing to climate change and promoting cultural diversity and the culture of peace should continue to remain priorities in the post-2015 development agenda. Civil unrest in most parts of the world is destroying the lives of many innocent people, particularly women and youth, and causing consistent abuse, depriving children of school and destroying valuable cultural heritage sites. These and other similar issues must be granted the priority they deserve in UNESCO's mandate.

1.7 Another challenge lies in the conservation of heritage sites, increasing public awareness on their existence and for their use by the local communities for development. We expect that UNESCO will revise and strengthen its strategies to make them more relevant to these challenges.

1.8 Mr Chair, we wish to thank the Director-General for the series of consultations held with different stakeholders and partners and for elaborating the implementation plan for document 37 C/5 based on the expected cash flow situation for 2014-2015 performance indicators and benchmarks of major programmes. As this is tabled for further discussions, it is also the moment to seek ways and means of encouraging Member States and relevant partners to help provide additional resources for the attainment of the target goals. We reiterate the need

for the Director-General to ensure that these flagship programmes are implemented and show visible impact.

1.9 As the world narrows down to a global village, we are confronted with a plethora of issues for which UNESCO remains the core agency that our states can look up to for its global coordination mandate, recognized expertise and comparative advantage. Thus, we need to continue to help preserve UNESCO's leadership in all its areas of competence. We continue to appeal to Member States to honour their contributions and settle their arrears as these contributions have proven to be the surest source of funds the Organization can count on.

2.1 **Mr Edroma** (Uganda) *in extenso*:

Mr Chair of the Executive Board, Mr President of the General Conference, Madam Director-General, Member States, colleagues, ladies and gentlemen, as this is my maiden intervention since Uganda re-joined the Executive Board, allow me, Mr Chair, to congratulate you, the President of the General Conference and the Director-General each for having been elected to your respective offices. Uganda's delegation looks forward to harmonious working relations with you all during your term of office. Permit me also, Mr Chair, to thank all Member States for supporting Uganda's election to the Executive Board last year during the 37th session of the General Conference. Uganda commits itself to do its very best to contribute to the oversight role of the Executive Board.

2.2 Mr Chair, Uganda would like at the outset to associate itself with the statement made by the distinguished delegate of Angola on behalf of the Africa group. We would also like to congratulate the Director-General for her very clear and concise statement yesterday. I was personally impressed. She has clearly outlined where she wants to see her Organization moving in the future and we should give her our unreserved support. We are particularly happy about her vision for education, especially in the post-2015 agenda. We look forward to concerted efforts to make education more relevant and applicable to the situation of the learners on the ground, an education that will prepare learners for sustainable livelihoods. We also associate ourselves with her concerns about culture, without which, as the late President of Tanzania, Julius Nyerere said, we are like a *"body without a soul"*. Any action taken to anchor sustainable development on our cultural roots deserves our support. We see the sciences and communication as necessary support to the education and culture agenda. We are also happy to learn of the continued commitment to Africa, youth and gender issues.

2.3 Mr Chair, if these programmes are to be achieved, we need excellent and motivated human resources. We therefore support the efforts of the Director-General to continue the reform process and particularly the initiatives started in Africa. We urge the Director-General to make the offices in Africa truly multifunctional in name and in human and financial resources.

2.4 We also support the proposal of the Director-General to celebrate the 70th anniversary of UNESCO. We in Uganda are happy to associate ourselves with this event, particularly because our National Commission has been in anniversary celebrations recently: we are marking the final celebrations of 50 years of the Uganda National Commission for UNESCO, which started last year.

2.5 Finally, Mr Chair, our Organization is going through a lot of challenges. Our delegation appeals to all Member States to unite efforts with those of the Director-

General and her team to harmoniously struggle for the attainment of human dignity for all the people of this world.

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

Уважаемая госпожа Генеральный директор, дамы и господа, в первую очередь хотелось бы отметить, что за последние полтора года ЮНЕСКО удалось сохранить позитивную динамику в своей работе, несмотря на сохраняющиеся бюджетные ограничения. В этом очевидная заслуга Генерального директора, которая действовала последовательно и эффективно в соответствии с основными направлениями, закрепленными в решениях 37-й сессии Генеральной конференции. На этой сессии нам предстоит обсудить ряд вопросов, имеющих особо важное значение с точки зрения выбора стратегических ориентиров ЮНЕСКО на перспективу. В первую очередь, следует отметить подготовку повестки дня в области развития на период после 2015 года. На сегодняшний день уже очевидно, что как минимум ЮНЕСКО будет курировать проблематику образования и обучения на протяжении всей жизни. Теперь стоит задача обеспечить максимальную интеграцию вопросов культуры и науки в цели устойчивого развития. При этом особую актуальность имеют, как представляется, вопросы именно культуры, включая наращивание работы по продвижению ключевых принципов культуры мира. ЮНЕСКО много делает на этом направлении, однако, как показывает практика, предстоит сделать еще очень много, учитывая прискорбный для начала XXI века резкий всплеск ксенофобии и радикального национализма в отдельных странах.

3.2 Следует дать высокую оценку усилиям Секретариата по разработке Плана действий для Международного десятилетия сближения культур. Считаем, что план действий может быть принят Исполнительным советом на этой сессии. Согласны с заключением Подготовительной группы Исполнительного совета о том, что Секретариатом проделана качественная доработка четырехлетней Среднесрочной стратегии, которая в нынешнем виде учитывает все рекомендации 37-й Генеральной конференции и требует лишь незначительной окончательной доработки. Хотелось бы отметить заметное улучшение структуры доклада о выполнении программы и бюджета и результатах за предыдущий двухлетний период, а также заложенный в нем аналитический подход и качество представленной информации. При этом поддерживаем предложения Подготовительной группы Исполнительного совета по технической доработке доклада, в том числе по уточнению и четкой фиксации методологии, критериям и индикаторам самооценки Секретариатом своей работы по целевым результатам, а также большей прозрачности проектной деятельности, реализуемой за счет внебюджетного финансирования. Секретариатом проделана обстоятельная и непростая в нынешних финансовых условиях работа по выполнению решений Генеральной конференции в области рационализации системы подразделений ЮНЕСКО на местах. Мы поддерживаем вывод Подготовительной группы о том, что прогресс в реформе сети подразделений на местах действительно имеется, однако считать ее завершенной пока нельзя. Ряд вопросов остается пока без исчерпывающих ответов, включая создание прозрачной системы отчетности подразделений на местах, четких принципов делегирования полномочий этим подразделениям, завершенной схемы финансирования и кадрового укомплектования подразделений на местах.

3.3 Уважаемые коллеги, к нашему искреннему сожалению, сейчас почти очевидно, что консенсусный подход, эта доминировавшая еще недавно добрая традиция в ЮНЕСКО, больше, похоже, не работает. Мы разочарованы решением Исполнительного совета, причем далеко не единогласным, согласиться на обсуждение проекта резолюции, не содержащего ни одного конкретного факта нарушения Российской Федерацией идеалов ЮНЕСКО. Этот проект основан лишь на голословных утверждениях, «взятых с потолка». При всем моем многолетнем опыте работы в ЮНЕСКО не могу себе четко представить, как же именно будет проходить теперь обсуждение этой темы. Тем более, что мы ежедневно видим, как быстро и непредсказуемо меняется ситуация на Украине. Вместе с тем, в Крыму, вынужденно сделавшим выбор в пользу Российской Федерации, как раз все понятно и прозрачно. Идет последовательный и ускоренный процесс восстановления справедливости в духе ключевых принципов ЮНЕСКО. Три языка – русский, украинский и крымско-татарский – официально провозглашены абсолютно равноправными на этой территории. Из резервного фонда бюджета Российской Федерации выделяются средства на повышение пенсий, социальных пособий и зарплат, в том числе учителям и работникам культуры. Разработаны и запущены такие щадящие схемы системы образования, которые не позволят ни одному первокласснику или выпускнику школы, студенту или учащемуся профтехобразования испытать хотя бы малейший дискомфорт в реализации своих жизненных планов. Прошу вас прислушаться и поверить: нам, россиянам, искренне больно следить за тем, как нагнетается ситуация в братской нам Украине. Мы готовы к любому конструктивному диалогу, но никогда не будем играть на руку тем, кто пытается за счет привычного нагнетания междоусобной розни достичь своих узкокорыстных геополитических и экономических интересов.

(3.1) **Mme Mitrofanova** (Fédération de Russie)
in extenso (traduit du russe) :

Madame la Directrice générale, Mesdames et Messieurs, je voudrais tout d'abord faire remarquer qu'au cours des 18 derniers mois, l'UNESCO est parvenue à conserver une dynamique positive dans son action, malgré des contraintes budgétaires persistantes. Le mérite en revient manifestement à la Directrice générale, qui a agi avec cohérence et efficacité, en conformité avec les lignes directrices énoncées dans les résolutions prises par la Conférence générale à sa 37^e session. Au cours de la présente session, nous allons débattre d'une série de questions qui revêtent une importance particulière pour la définition des orientations stratégiques futures de l'UNESCO. Il s'agit en premier lieu de l'élaboration du programme de développement pour l'après-2015. Il semble déjà évident que l'Organisation sera chargée, à tout le moins, du domaine de l'éducation et de l'apprentissage tout au long de la vie. À présent, il nous faut assurer une intégration maximale des questions culturelles et scientifiques dans les objectifs de développement durable. La culture semble en outre prendre une acuité particulière, s'agissant notamment d'intensifier les activités de promotion des principes fondamentaux de la culture de la paix, domaine dans lequel l'UNESCO est très active. Néanmoins, la pratique montre qu'il reste beaucoup à faire, compte tenu de la forte montée de la xénophobie et du nationalisme radical dans divers pays, phénomène déplorable en ce début de XXI^e siècle.

(3.2) Il convient de saluer les efforts déployés par le Secrétariat en vue d'élaborer le Plan d'action pour la Décennie internationale du rapprochement des cultures. Nous considérons que ce plan peut être adopté par le Conseil exécutif à la présente session. Nous sommes d'accord avec les conclusions du Groupe préparatoire du Conseil exécutif selon lesquelles le Secrétariat a accompli un travail de qualité en mettant au point la Stratégie à moyen terme sur quatre ans, qui dans sa forme actuelle tient compte de la totalité des recommandations de la 37^e session de la Conférence générale et ne nécessite plus que de légères retouches pour sa finalisation. Je souhaiterais souligner la nette amélioration de la structure du rapport sur l'exécution du programme et budget et sur les résultats du dernier biennium, ainsi que son approche analytique et la qualité des informations présentées. En outre, nous soutenons la proposition du Groupe préparatoire concernant les aspects techniques de l'élaboration du rapport, notamment l'adoption de méthodes, critères et indicateurs fiables et clairement définis pour l'auto-évaluation par le Secrétariat de ses efforts de réalisation des objectifs, ainsi qu'une plus grande transparence dans les activités prévues au titre des fonds extrabudgétaires. Dans les conditions financières actuelles, le Secrétariat a accompli un difficile travail de fond afin de mettre en œuvre les résolutions de la Conférence générale concernant la rationalisation du dispositif hors Siège de l'UNESCO. Nous appuyons les conclusions du Groupe préparatoire selon lesquelles la réforme enregistre des progrès, mais ne peut pas encore être considérée comme complètement achevée. Plusieurs questions restent sans réponse concluante, notamment celle de la création d'un système transparent de reddition de comptes pour les bureaux hors Siège, de l'établissement de principes clairs pour la délégation des pouvoirs à ces unités et de la mise en place de mécanismes de financement et de dotation en personnel.

(3.3) Chers collègues, à notre profond regret, il est presque évident aujourd'hui que la culture du consensus, cette belle tradition qui, il n'y a pas si longtemps encore, prévalait à l'UNESCO, semble ne plus fonctionner. Nous sommes déçus par la décision du Conseil exécutif, qui fut d'ailleurs loin de faire l'unanimité, d'accepter d'examiner un projet de résolution ne contenant aucune preuve concrète d'une violation des idéaux de l'UNESCO par la Fédération de Russie. Ce projet ne repose que sur des affirmations gratuites et fantaisistes. Malgré ma longue expérience au sein de l'UNESCO, je ne parviens pas à me représenter précisément comment va maintenant se dérouler l'examen de cette question. J'y parviens d'autant moins que nous constatons chaque jour combien la situation en Ukraine connaît des revirements rapides et imprévisibles. Cependant en Crimée, qui a dû faire un choix en faveur de la Fédération de Russie, tout est clair et transparent. Il s'y opère un processus accéléré d'instauration de l'équité, conforme aux principes fondamentaux de l'UNESCO. Sur ce territoire, trois langues officielles – le russe, l'ukrainien et le tatar – coexistent sur un pied d'égalité. Sur son fonds de réserve, la Fédération de Russie finance l'augmentation des pensions de retraite, les prestations sociales et les salaires, notamment ceux des enseignants et des employés du secteur de la culture. Dans le système éducatif, des dispositifs de transition et d'adaptation ont été

élaborés et mis en œuvre afin qu'aucun écolier, jeune diplômé, étudiant ou élève de l'enseignement professionnel et technique ne soit entravé dans l'accomplissement de ses projets de vie. Je vous prie de m'écouter et de me croire quand je vous dis qu'il nous est douloureux à nous, les Russes, de voir se détériorer la situation dans ce pays frère qu'est l'Ukraine. Nous sommes prêts à tous les dialogues constructifs, mais jamais nous ne ferons le jeu de ceux qui tentent d'utiliser l'exacerbation habituelle des dissensions internes pour servir leurs intérêts géopolitiques et économiques mercantiles.

4.1 **Mr Kalinoe** (Papua New Guinea) *in extenso*:

Mr Chair of the Executive Board, Mr President of the General Conference, Madam Director-General of UNESCO, distinguished Members of the Executive Board, ladies and gentlemen, as others before me, I would like to congratulate the Director-General for an excellent job in managing this very complex Organization.

4.2 May I, at the outset, convey apologies from the Minister for Education and Chair of the Papua New Guinea National Commission for UNESCO, Hon. Nick Kuman, who is not able to make it to this session. However, as his alternate on the Board, on his behalf, I take this opportunity to reaffirm Papua New Guinea's commitment to UNESCO and the goals and objectives that this important Organization stands for. The programmes of the Organization in the areas of education, science, information and technology, innovation and culture and heritage are indeed relevant for Papua New Guinea and the small Pacific Islands states in the South Pacific region.

4.3 Mr Chair, like many other Members, Papua New Guinea appreciates what UNESCO has done as a partner in our development efforts. Basic education and literacy levels are among our national priority areas. In this context, we have introduced universal free education for every eligible child from school age up to year 12. This includes technical and vocational training. However, resourcing the schools with teachers and relevant teaching aids is the biggest challenge facing our education system. UNESCO may continue the partnership in these areas as well.

4.4 Further, UNESCO should be in a position to contribute significantly to the post-2015 agenda in respect to education. For Papua New Guinea, the *"unfinished work of the Millennium Development Goals (MDGs)"* in the area of education remains important in the post-2015 agenda apart from the issues of sustainability, peace and security.

4.5 The area of culture and heritage is important in its own right with the many challenges we face in this ever-changing world today. For Papua New Guinea, this is crucial given our diversity with over 700 different languages and the challenge to preserve this rich cultural heritage. UNESCO, with its expertise, can support and play an important role in efforts towards this end.

4.6 For the 2014-2015 Participation Programme, the National Commission of Papua New Guinea recently proposed a number of programmes for cooperation with UNESCO in order to enhance UNESCO's commitment in these areas, including a workshop for vocational teachers, a national literacy forum, historical recordings from Papua New Guinea, an e-library to connect the national library and archive services, and a national forum on climate change impacts and natural disaster preparedness.

4.7 Mr Chair, some of the challenges facing Papua New Guinea in the areas that UNESCO is addressing are also similar to those faced by the small Pacific island States in the region, including those relating to safeguarding our natural resources and environment as well as climate change mitigation and management.

4.8 I wish in this regard to express appreciation to the Director-General on her commitment to the ongoing preparations for the Third United Nations Conference on Small Island Developing States (SIDS) to be held in September this year in Samoa. We in the Pacific welcome this as a reaffirmation of the specific challenges faced by SIDS characterized generally by isolation, limited land areas and resources and the need for support in their development aspirations.

4.9 The consultation meeting on 1 April 2014 chaired by the Director-General noted, among other things, areas that fall within UNESCO's competence. These include tangible and intangible cultural heritage, natural heritage, climate change adaptation and mitigation, disaster risk reduction, and education for sustainable development and building knowledge societies.

4.10 Mr Chair, the increased presence and interest now being generated in UNESCO in the South Pacific region is a positive and welcome development for the small island nations, including Papua New Guinea. One area that UNESCO could champion in the context of sustainable development in the small Pacific Islands states is in e-learning in remote isolated schools through renewable energy using solar, wind and geothermal power.

4.11 Mr Chair, I understand that the Director-General will be going to Samoa to attend the SIDS meeting. We extend an invitation to her to call in on Papua New Guinea, which is at the northern gateway to the South Pacific Islands. I hope that our invitation will be fulfilled either on her way to Samoa or on her return trip.

5.1 **The President of the General Conference**
in extenso:

Mr Chair of the Executive Board, Madam Director-General, Excellencies, Members of the Executive Board, ladies and gentlemen, please allow me to take this opportunity to express all my warm greetings and wishes for this session of the Board. First of all, I would like to thank the Chair of the Executive Board and the Director-General for their coordination and mutual understanding between us so that the work of UNESCO can better serve the aims of the Organization. Since the last session of General Conference, I am glad to see that the resolutions are currently being implemented, thanks to the joint efforts made by all Member States and the Director-General. I have listened, since yesterday, to the views expressed by each Member of the Executive Board. I must express my appreciation for the hard work of the Preparatory Group and its members, whose contribution has laid a solid foundation for the success of the meeting.

5.2 Excellencies, ladies and gentlemen, next year, we will be celebrating the 70th anniversary of the creation of UNESCO. Seventy is an age which Confucius considers as period in one's life time when, with your experience, you become so precious that are not easy to find. He said that: *"At 30 years old, I know I should shoulder my responsibility. At 40 years old, I am no more confused about my life. At 50 years old, I know my destiny 命运天数. At 60 years old, my ears are tolerant enough to hear everything and take it in positive sense. At 70 years old, I*

become precious with the experience gained during my whole life.”

5.3 Ladies and gentlemen, 69 years ago, 37 States signed the Constitution, which marked the birth of UNESCO. The Constitution entered into force in 1946 ratified by the following 20 countries: South Africa, Saudi Arabia, Australia, Brazil, Canada, China, Denmark, Egypt, United States of America, France, Greece, India, Lebanon, Mexico, Norway, New Zealand, Dominican Republic, United Kingdom, Czech Republic and Turkey. From the very beginning of 37 countries to 195 countries of today, 70 years witnesses the growth and development of the Organization. During these past seven decades, our Organization has gone through many difficult times, including the Cold War period, in promoting cooperation among different countries in the fields of education, the sciences, culture, communication and information. Milestone achievements have been realized in education for all (EFA), the Global Education First Initiative (GEFI) and heritage preservation in all its forms.

5.4 The core element to success today is the solidarity and mutual support of all Member States of this family. We may have some differences on a certain issue, but only if we respect equal dialogue in a spirit of diversity and openness can we achieve the common wealth for the whole humanity. In this family, we are all equal brothers and sisters, no matter the colour of our skin, no matter whether the country we are representing is big or small, the spirit of dialogue and mutual respect are what we need to stick to in this house to strive for universality and harmony.

5.5 Ladies and gentlemen, I am very happy to learn that the Director-General has already established a taskforce for the preparation of the anniversary celebrations, and that all Member States as well as the Executive Board are going to join efforts to make it a grand festival and precious moment that all 195 Member States deserve to enjoy. We are looking forward to this moment, to trace back what we have been through, to review what we are facing today and to explore what is waiting ahead. As President of General Conference, I will be happy and honoured to facilitate and contribute to this important task.

5.6 Ladies and gentlemen, the emerging challenges, such as climate change, terrorism and illiteracy that we are facing today request the solidarity of the whole of humanity and joint efforts of all Member States. In this regard, I would like to quote two Chinese proverbs, which teach us that 三人一条心，黄土变成金 “if people are of one heart, even the yellow earth can become gold.” And “only the joint efforts of all can remove Mount Tai” – that is to say, we should never lose sight of the fact that only if we are united in our mission can any goal be achieved.

6. **The Chair** thanked the President of the General Conference for his remarks, insight, vision and wisdom, which would help to guide the Board's deliberations over the following days. He then, pursuant to Rule 30.3 of the Rules of Procedure, invited the three observers who had asked to address the Board to take the floor.

7. **Sr. Mesa** (Delegado Permanente del Uruguay ante la UNESCO) *in extenso*:

Señor Presidente del Consejo Ejecutivo, señora Directora General, estimados miembros del Consejo Ejecutivo, señoras y señores: la Delegación Permanente del Uruguay quiere transmitir la preocupación de nuestras autoridades de gobierno con respecto a la situación de los

funcionarios de la Oficina de la UNESCO en Montevideo y Oficina Regional de Ciencia para América Latina y el Caribe. A partir de 2011 se inicia un proceso de supresiones o congelamiento de puestos que implicaría que de 36 funcionarios se pasaría a 16 en el correr del presente año. Comprendemos la compleja situación financiera que atraviesa la Organización y la instrumentación del proceso de reforma estructural, así como las definiciones de los recursos humanos necesarios. No obstante, nos inquieta el nivel de la reducción proyectada de funcionarios. No debemos olvidar que dicha oficina tiene carácter regional y se ocupa de la ciencia en toda América Latina y el Caribe, el Mercosur y nuestra propia república. Recordamos que con ocasión de la reciente reunión de información con el Consejo Ejecutivo, la señora Directora General expresó, entre otros puntos relevantes, su decisión de fortalecer la red de oficinas fuera de la Sede y así conferir mayor autonomía a los directores de las mismas, con el fin de lograr un mayor acercamiento a las realidades de los pueblos y una acción a su servicio, resaltando el impacto concreto y tangible de la Organización sobre el terreno. En consecuencia, consideramos que la disminución progresiva del personal de la Oficina Regional de Ciencia debilitará las actividades y la contribución de la UNESCO en América Latina y el Caribe y la propia visibilidad de la Organización. Como ha declarado en ocasiones anteriores la señora Directora General, cito: “*La ciencia, la tecnología y la innovación son importantes aceleradores. Necesitamos más ciencias para el desarrollo sostenible en todas las regiones. Para tener éxito, la agenda para después de 2015 debe construir una revolución de conocimientos*”.

(7) **M. Mesa** (Déléguée permanente de l'Uruguay à l'UNESCO)

in extenso (traduit de l'espagnol) :

Monsieur le Président du Conseil exécutif, Madame la Directrice générale, chers membres du Conseil exécutif, Mesdames, Messieurs, la délégation permanente de l'Uruguay souhaite faire part de la préoccupation des autorités de son pays au sujet de la situation des fonctionnaires du Bureau de l'UNESCO à Montevideo et Bureau régional pour la science en Amérique latine et dans les Caraïbes. En 2011 a démarré un processus de suppression et de gel de postes impliquant que le Bureau passerait de 36 à 16 fonctionnaires cette année. Certes, la situation financière que traverse l'Organisation est complexe et le processus de réforme structurelle y répond, de même que la définition des ressources humaines nécessaires. Cependant, le degré de réduction de postes prévu nous inquiète. Nous ne devons pas oublier que ce bureau revêt un caractère régional et s'occupe de la science dans toute la région de l'Amérique latine et des Caraïbes, le Mercosur et notre République. Rappelons qu'à l'occasion de la récente réunion d'information avec le Conseil exécutif, la Directrice générale a fait part, entre autres points pertinents, de sa décision de renforcer le réseau de bureaux hors Siège et de conférer ainsi une plus grande autonomie aux directeurs de ces bureaux, afin de se rapprocher davantage des réalités des populations et d'agir avec succès à leur service, mettant en relief les effets concrets et tangibles de l'Organisation sur le terrain. En conséquence, nous considérons que la diminution progressive des effectifs du Bureau régional pour la science affaiblira les activités et la contribution de l'UNESCO en Amérique latine et dans les Caraïbes, et même la visibilité de l'Organisation. Comme l'a précédemment

déclaré la Directrice générale : « *La science, la technologie et l'innovation sont des accélérateurs importants. Il faut recourir davantage à la science au service du développement durable dans toutes les régions. Pour être couronné de succès, l'agenda post-2015 doit construire une révolution du savoir.* »

8.1 **Ms Kachesa** (Chargée d'Affaires of Zambia)
in extenso:

Mr Chair of the Executive Board, Mr President of the General Conference, Madam Director-General of UNESCO, Excellencies, ladies and gentlemen, Zambia would like to add its voice in thanking the Director-General, Ms Irina Bokova, for her tireless efforts in ensuring that UNESCO attains greater heights in all its areas of competence. The need for this Organization is increasingly becoming clear.

8.2 Mr Chair, Zambia attaches great importance to education. Recently, the country launched a new curriculum framework. Information and communication technology (ICT) will be taught as a subject. Allow me to thank the Director-General for the work that UNESCO is doing in Zambia. My country received a positive response from the education sector following the request that was submitted to the Organization to assist in training teachers in ICT. This training will help sharpen ICT skills in our teachers and lead to effective delivery of lessons.

8.3 With regard to social and human sciences, I wish to thank the Organization for the review of the youth policy in Zambia.

8.4 Mr Chair, let me end by wishing the Members of the Board fruitful deliberations as they make important decisions for all of us, especially at this critical stage of the Organization.

9.1 **Ms Spotalisano** (Permanent Representative of the European Union) *in extenso:*

As per our obligations under the United Nations Charter, all States must refrain from the threat or use of force against the territorial integrity or political independence of any other state and settle their disputes by peaceful means in full respect of international law. In that respect, we disagree with what was just said by the representative of the Russian Federation.

9.2 As all European Union members, we strongly condemn the unprovoked violation of the sovereignty and territorial integrity of Ukraine by Russia, and do not recognize the illegal referendum in Crimea, which was in clear violation of the Constitution of Ukraine.

9.3 We do not and will not recognize the illegal annexation of Crimea and Sevastopol to the Russian Federation, and we stand by the Ukrainian people's freedom to choose the way they want to go forward.

9.4 We commend the measured response shown so far by the new Ukrainian Government. Freedom of expression, safety of journalists, protection of sites, education: these are all UNESCO's issues and, if threatened, we should not shy from addressing them, but welcome instead the fact that UNESCO is here to play its role, with a view to prevent damage and restore trust, through diplomatic dialogue.

9.5 We support the envisaged international cooperation through the Organization for Security and Cooperation in Europe (OSCE), and the European Union, as our leader said, has a special responsibility for peace and stability in Europe. It will remain at the forefront of efforts to facilitate and engage in meaningful dialogue

involving Ukraine and the Russian Federation, including through the establishment of a multilateral mechanism, with a view to finding a political solution.

10. **The Chair** thanked the 54 Members of the Executive Board and three observers who had spoken during the plenary debate for their pertinent comments and observations raised during a fruitful and enriching exchange. He was especially pleased that many had emphasized that UNESCO's rightful place must be secured as the Organization progressed towards the post-2015 sustainable development agenda. The vision shared on the occasion of the general debate would help to guide UNESCO's action in the years ahead, and he was sure that the Director-General would act, with the Member States' support, to secure that position. He then invited the Director-General to make her reply to the interventions made during the general debate.

Reply by the Director-General to the plenary debate

11.1 **The Director-General**, *in extenso:*

Mr Chair of the Executive Board, Mr President of the General Conference, Excellencies, ladies and gentlemen, I wish to thank the Members of the Executive Board, because the discussion during the plenary meetings has been wide-ranging and rich. I believe this confirms the point made by the distinguished representative of China that UNESCO remains a unique platform for equal dialogue. This was echoed by the distinguished representative of Tunisia, who portrayed UNESCO as a platform, a crossroads, a tribune for all peoples, for all nations, to share aspirations and move forward together. It was echoed also by the distinguished representative of Nigeria, who said UNESCO is a workshop, a constant work in progress.

11.2 I see two messages emerging clearly from the debate. The first message is that expectations are high. The point was made by the distinguished representative of Sweden – expectations are high, because UNESCO's mandate is unique, because of the values we share, because of UNESCO's experience and expertise. This message came from Member States across the world. UNESCO action in education, the sciences, culture, communication and information is precisely what many countries need today, to strengthen inclusive societies, to eliminate poverty, to craft new approaches to just and sustainable development.

11.3 Member States are calling for greater support from UNESCO to their efforts in accelerating towards the Millennium Development Goals (MDGs) by 2015, in the last "big push" for progress across the board. You also underlined the central importance of UNESCO's areas of competence in the post-2015 global sustainable development agenda – as enablers, as drivers, as catalysts for poverty elimination, social inclusion and lasting peace.

11.4 The distinguished representative of India cited Mahatma Gandhi on the importance of UNESCO, and I thank him for reminding us of these words: "*I fully appreciate that real security and lasting peace cannot be secured so long as extreme inequalities in education and culture exist as they do among the nations of the world.*" Gandhi said this in 1947, and his words have not aged a day – they are a reminder of the salience of UNESCO's mandate and they are a call to action for its full implementation. This includes the importance of education for human rights, education for peace, education for the prevention of genocide and the history of the Holocaust –

this is especially vital as we commemorated yesterday in a deeply moving ceremony the 20th anniversary of the genocide in Rwanda.

11.5 We heard high expectations to make the most of UNESCO's positions of global leadership – from Austria and China, regarding the International Decade for the Rapprochement of Cultures (2013-2022), from all Member States to accelerate education for all (EFA), including technical and vocational education and training (TVET) and education for sustainable development (ESD), from Gabon and many others for greater support to science, technology and innovation in least developed countries (LDCs), from Morocco and others on the power of culture for sustainable development.

11.6 We all heard calls for stronger UNESCO action in response to climate change, to protect biodiversity, advance sustainable water management, to secure the future of the ocean, as raised by Spain, the Republic of Korea, France, Japan and many other Member States. Sweden, Finland, the Netherlands, Albania and many other States underlined the importance of promoting freedom of expression and media development, to overcome digital divides and build inclusive, knowledge societies – this included a strong message from the distinguished representative of Namibia, which has been a longstanding champion in this respect.

11.7 From across the world, Member States made clear the central role UNESCO must play in preparing the Third International Conference on Small Island Developing States (SIDS), to be held in Apia, Samoa this September, and the Organization is doing so. I wish to thank the distinguished representative of Papua New Guinea for underlining the importance of this Conference for all Small Island and Developing States. Let me join my voice to the appeal made yesterday by the Salomon Islands to respond to the terrible floods in this country, so that we can craft a collective response to the challenges this country is facing right now. The distinguished representative of Saint Kitts and Nevis called on UNESCO to keep *"breaking new ground,"* to support the world's most vulnerable countries, in tackling what are, indeed, *"immense and unique challenges"*.

11.8 The distinguished representative of Pakistan shined the spotlight on gender equality as a dignity multiplier, as a breakthrough strategy for inclusive, sustainable development, and so did many other States.

11.9 High expectations are linked to the second strategic message of this discussion. This is the call for ever greater determination, forever stronger action. I wish to thank you all for the overwhelming support to UNESCO ideals, to its objectives and to the deep reform that I am leading. Together, we have made significant progress across the board – but this is not enough, and this is the message I have heard from many of you. You have told me about the importance of UNESCO's ability to build capacity for the culture conventions, for instance, and of science education, especially for girls, and I mention here the distinguished representative of the Czech Republic – I turn to you now and appeal to you for your help in moving forward.

11.10 The distinguished representative of the United Arab Emirates said we are facing *"a turning point in the history of UNESCO"* – I couldn't agree more. The distinguished representative of the United Kingdom said, and I quote, *"we cannot rest on our laurels,"* – I agree. The distinguished representative of the Czech Republic spoke of the sharply competitive multilateral environment that

exists today, and of the need for UNESCO to make a stronger case, to become more visible – I completely agree. The distinguished representative of Namibia welcomed the progress made in the follow-up of the independent external evaluation of UNESCO (IEE) and in implementing the roadmap, and called for ever greater efforts – and I agree.

11.11 The field architecture for Africa is now largely functional, we have defined clear lines of accountability, authority, reporting, and coordination – but I am determined that we must go further, to make it fully operational. We have reformed our reporting mechanisms and the shape of the EX/4 document, to make these clearer, more results-based and more strategic – and this work will continue, with your support and guidance. We are working to further streamline processes, to reduce costs and to enhance our delivery in every instance – we are making headway and we will keep moving forward.

11.12 The Organization is adjusting to the priorities set by you, by Member States and a new expenditure plan, through a comprehensive review of staffing and structuring – this will be taken to fruition, in full transparency, according to the rules and regulations. I believe our message is quite clear. We have made strong progress in difficult circumstances – and I would like for a moment, ladies and gentlemen, to consider where we started, consider the constraints under which we are working. But we must continue, and for this your support is essential. As the distinguished representative of Belize said: *"now is the time for UNESCO to meet all emerging challenges head-on; now is the time for the Organization to shine and to prove its salt."* This calls for unity and universality across UNESCO. As the distinguished representative of Morocco put it, this calls for greater solidarity among all Member States. Today, I believe more than ever, the Organization needs the continued full engagement of Member States – we need support from all States and all partners, in leadership, in innovation, in resources and in kind, and I take this opportunity to appeal to all Member States for new forms of engagement. This support is essential for our continuing ability to act and deliver.

11.13 Across the Executive Board, I heard the concerns that exist with maintaining the expertise of the Organization as a laboratory of ideas, as a capacity-builder, as a policy architect. The distinguished representative of Ecuador, on behalf of the Latin America and the Caribbean group (GRULAC), highlighted, for instance, the importance of the Memory of the World Programme – I will continue to ensure that qualified and experienced staff are positioned to manage this programme, which lies at the heart of UNESCO's work for intercultural dialogue, mutual understanding and cooperation. Let me also reassure you that the Management of Social Transformations (MOST) Programme will continue to play an important role in supporting scientific research and the policy-making nexus within the new Division of Social Transformations and Intercultural Dialogue, anchoring UNESCO's role as a laboratory of ideas.

11.14 Staffing is important to enhancing the strength of our delivery. In my introduction to the plenary debate yesterday, I provided information regarding proposals for staffing – let me say in reply to the question raised by Group V (a) that full details can be found in document 194 EX/5 Part III C Add. 2, regarding the breakdown of occupied posts proposed for abolition. Let me take this opportunity to stress that the review of staff against vacant posts during the redeployment process will consider

efficiency, competence, integrity and length of service, in accordance with the Staff Rule on terminations. As I said to this body before, and to the Federation of International Civil Servants' Associations (FICSA), who came and visited me yesterday, our overarching goal must remain to strengthen the Organization, and I am determined to pursue this guiding principle in full transparency and in accordance with the rules.

(The Director-General continued in French)

11.15 Excellences, Mesdames et Messieurs, pour espérer se faire entendre et convaincre, l'UNESCO a le devoir d'être encore plus claire sur son message et ses valeurs, et les répéter sans cesse, dans un environnement très compétitif. C'était le sens, je crois, de l'intervention du Royaume-Uni, mais vous avez été nombreux à le souligner. Les sujets de l'UNESCO sont au cœur du développement durable, qu'il s'agisse d'assurer la participation des peuples, de renforcer les capacités d'adaptation et la résilience ou bien de former les jeunes à résoudre les problèmes de demain et de mettre un terme au scandale du chômage et de la pauvreté, comme l'ont souligné l'Allemagne, le Maroc et le Tchad.

11.16 Je salue le soutien très ferme exprimé ici par la Thaïlande, le Bangladesh, l'Inde et tant d'autres pays en faveur de notre vision d'une éducation de qualité, inclusive, équitable, tout au long de la vie. Cette vision doit s'incarner dans un objectif dédié après 2015 et nous ne devons rien céder tant que cet objectif n'est pas atteint. Je remercie la Thaïlande, le Pérou et le Rwanda d'organiser les réunions régionales de préparation du grand forum d'Incheon, qui représentera un tremplin pour l'éducation post-2015, et je veux dire à la République de Corée que nous consacrons à cette préparation tous nos efforts. Je salue les interventions éloquentes du Bangladesh et des États-Unis, deux nouveaux pays champions de l'Initiative mondiale pour l'éducation avant tout.

11.17 Le même effort doit porter sur la science fondamentale et la recherche, qui sont absentes de l'agenda pour le développement, ce à quoi nous devons remédier pour espérer relever les défis de l'eau, de l'océan et de la biodiversité. En réponse à l'Autriche, je précise que l'UNESCO a fait des propositions de cibles et d'indicateurs sur l'eau douce, la biodiversité, l'énergie et l'océan au sein du Groupe de travail ouvert sur les objectifs de développement durable et dans d'autres instances, de façon à intégrer plus fortement la science, la technologie et l'innovation dans l'agenda du développement durable, comme le souligne le Japon. Ce travail est essentiel, notamment pour les petits États insulaires en développement, et je salue le soutien du Japon, qui illustre également le lien fondamental entre la science et l'éducation pour le développement durable en vue de la Conférence qui se tiendra à Aichi-Nagoya, en novembre cette année.

11.18 La durabilité, Mesdames et Messieurs, passe aussi par la culture et je me félicite à cet égard du solide soutien exprimé par l'Italie, l'Indonésie, le Brésil, les Pays-Bas, l'Algérie et l'Espagne, entre autres, quant au rôle de l'économie créative contre la pauvreté, pour l'emploi et pour la cohésion sociale. Je voudrais aussi saluer le profond engagement de nombreux pays, qui ont déjà contribué au débat thématique de l'Assemblée générale des Nations Unies du 5 mai prochain, à New York. Nous savons déjà pouvoir compter sur une forte participation au niveau ministériel de la part de la République de Corée, de la Bolivie, des Bahamas, du Viet Nam, de l'Albanie, de l'Équateur, de l'Indonésie et de bien d'autres pays et j'en

appelle à nouveau à votre soutien en faveur d'une participation de très haut niveau.

11.19 La durabilité passe également par les jeunes, qui sont les agents du changement et qu'il est essentiel de soutenir pour la stabilité et la prospérité de régions entières, en Asie et en Afrique, et je rejoins les déclarations faites en ce sens par le Koweït, le Malawi et le Pakistan. C'est pourquoi les jeunes sont au cœur de notre réponse à la crise dans la République arabe syrienne, visant à garantir un accès à une éducation de qualité dans l'intérêt de la stabilité de toute la région.

11.20 La durabilité passe, enfin, par la liberté d'expression et la libre circulation des informations. Vous avez été nombreux à saluer notre Plan d'action sur la sécurité des journalistes et à reconnaître l'importance de la condamnation par l'UNESCO des assassinats de journalistes. La liberté d'expression est la pierre angulaire de ce monde connecté. Je salue les prises de position très fermes de la Suède, du Brésil et de l'Union européenne, qui nous confortent dans notre action, en exprimant une gratitude particulière à l'Union européenne et à la Suède, pour leur engagement à nos côtés sur le terrain.

11.21 L'agenda pour le développement durable doit être un agenda pour le « *soft power* », les capacités humaines, l'éducation, la créativité. Tel est notre message. Nous devons le porter avec un budget, les contraintes que nous connaissons, les priorités que vous avez définies. De nombreuses délégations s'inquiètent de la viabilité des conventions culturelles, dont la situation, je l'ai dit plusieurs fois, est critique. C'est pourquoi j'en appelle à votre soutien. Hors réunions statutaires, il nous reste 2,4 millions de dollars pour les activités de terrain – un montant dérisoire au regard des nombreuses demandes que nous recevons. J'entends vos appels à renforcer, à accélérer, à améliorer tous ces programmes importants, et j'y souscris. Je fais et continuerai de faire tout ce qui est possible pour accélérer la réforme et mutualiser les ressources. Mais j'adresse en même temps à tous les États membres un message simple, que je répète : sans soutien additionnel de votre part, nous ne pourrions pas répondre aux attentes que vous exprimez et nos priorités elles-mêmes seront menacées.

11.22 Toutes les unités du Secteur de la culture au Siège ont subi des coupes sévères. Le nombre de postes au service des sept conventions culturelles est nettement insuffisant, comme vous avez été nombreux à le dire. Or, celles-ci sont pour nous prioritaires. À la délégation de Saint-Kitts-et-Nevis, qui s'inquiète de l'avenir du projet La route de l'esclave, j'indique que nous avons maintenu le budget au maximum (40 %), dans les limites fixées et le respect des ratios définis par le Conseil exécutif. Tous les ajustements auxquels nous procédons sont en conformité avec les priorités et les critères que vous avez vous-mêmes définis. À l'adresse de l'Allemagne, de l'Angola et du Gabon, je précise que le programme relatif aux musées fait partie intégrante de notre action pour la protection et la conservation des biens culturels. C'est pour répondre à vos exigences que l'Équipe Histoire et mémoire pour le développement et le dialogue va se concentrer sur ce que vous avez défini comme prioritaire : La route de l'esclave, les histoires générales et régionales, la Plate-forme en ligne des Routes de la soie. À l'Angola et au Gabon qui se sont interrogés sur la distinction entre « sections » et « équipes », je rappellerai que ces dénominations sont les mêmes dans d'autres secteurs. Ainsi, dans le Secteur de l'éducation, l'Éducation pour tous est confiée à une équipe et non à une section. Le Secteur de la culture ne fait donc pas exception. Cette

appellation répond à un souci d'harmonisation des différentes structures.

11.23 L'Autriche, l'Allemagne et les Pays-Bas s'inquiètent de l'avenir des Conventions de 1954 et de 1970, dont la situation est, il est vrai, très fragile. Aussi, je remercie l'Azerbaïdjan et la Belgique d'avoir détaché des professionnels et j'encourage d'autres pays à faire de même pour tous les programmes de l'UNESCO. J'appelle également les États à revenu intermédiaire à se mobiliser encore davantage, par la contribution de fonds-en-dépôt au profit des donateurs, à l'exemple de ce qu'a fait le Brésil, par le détachement d'experts associés, et par des contributions en nature, pour assurer la mise en œuvre du programme, comme l'ont évoqué les membres du GRULAC. Je salue les nombreux pays qui financent tout ou partie du personnel ou des bureaux situés chez eux, comme la Libye ou le Brésil, et j'encourage les pays qui le peuvent à soutenir financièrement les bureaux qu'ils accueillent. Je pense également, pour répondre à l'Algérie, à des exemples de mobilisations réussies de fonds sur le terrain, suivant le principe de la délégation d'autorité que nous avons mise en place. Nos bureaux hors Siège sont en première ligne pour mobiliser de nouveaux fonds, soutenus par le Siège pour les aspects administratifs, techniques et juridiques. Au Mali, nous avons avisé le Bureau de Bamako des opportunités de coopération existant avec la Norvège, le Japon, la Suisse et l'Union européenne. Nous avons fait de même en Afghanistan s'agissant de la coopération avec le Japon, la Suisse, la République de Corée et l'Italie. Les propositions sont conçues sur place avec l'aide du Siège, et les accords également signés sur place dans le cadre de nos partenariats globaux.

11.24 C'est la preuve que l'UNESCO se réforme et que nous pouvons être ambitieux. C'est la preuve que nous pouvons, si nous le voulons, ré-enchanter l'UNESCO et susciter de nouveau l'enthousiasme, comme le souhaite l'Autriche, en portant les valeurs et les idées qui sont les nôtres. 2015, année de notre 70^e anniversaire, sera l'occasion de porter nos idées plus loin et de mieux faire connaître la pluralité des actions de l'UNESCO en faveur de la diversité culturelle, de l'Éducation pour tous, de l'éducation des filles, de la liberté d'expression et de la science, comme l'a si bien exprimé le Président de la Conférence générale, que je remercie de son éloquente intervention. Bien que la situation évolue en permanence et que nos contraintes soient prégnantes, nos valeurs et nos idées, elles, ne changent pas et sont toujours aussi puissantes. Si nous restons soudés, il n'y a rien qui soit hors de notre portée, comme l'a souligné la France. Le discours enflammé de Belize, ce matin, est une source d'énergie, une énergie dans laquelle je veux puiser pour faire avancer l'UNESCO.

12. **The Chair** thanked the Director-General for her explanations in reply to the issues raised during the general debate, and opened the floor to Board Members for the question-and-answer session.

Questions and answers with the Director-General

13. **Mr Doyle** (Saint Kitts and Nevis), thanking the Director-General for her comments regarding small island developing States (SIDS), in particular the importance of the future role of UNESCO in the active participation at the Third International Conference on Small Island Developing States (SIDS), to be held in Apia, Samoa, in September, said that the Member States and the Secretariat should be focusing more on the programmes of work. There were at least five, if not six, core chapters from the Mauritius

Strategy of twenty items that should be focused on which fell within the direct remit of UNESCO and for which the Organization had universal recognition for its core competencies, such as oceans (including early warning systems), culture (especially promoting and sustaining World Heritage sites in particularly vulnerable parts of SIDS owing to climate change and other **hazardous** issues), and climate change in itself in terms of adaptation and mitigation. His country would like to see much more funding and support going into capacity building in SIDS, not just in the Caribbean, but across the globe. Out of the 38 SIDS there were still only 17 on the World Heritage List and only nine Man and the Biosphere (MAB) Programme sites. He thus requested the Director-General's help in seeking extrabudgetary funding to boost and strengthen the capacity-building issues in SIDS.

14. **M. Fazelly** (Afghanistan) salue les efforts poursuivis par la Directrice générale, qui reflètent indéniablement les désirs des délégations et des autorités internationales. Il rappelle qu'il a souvent loué l'énergie de la Directrice générale et admiré sa capacité de travail et sa recherche de solutions concrètes. À ce sentiment partagé par tous, lui semble-t-il, se mêle néanmoins un certain sentiment d'insatisfaction chez de nombreux États membres. Cela s'explique tout d'abord par l'absence de relation étroite entre le Conseil exécutif et le Secrétariat : des mesures devraient être prises pour renforcer ce lien. Deuxièmement, bon nombre de propositions, concrètes et applicables, émises par les États membres au cours des débats restent sans suite, ou à l'état de projets, une fois la session terminée. L'orateur demande donc à la Directrice générale de faire fructifier les séances du Conseil exécutif, en analysant les allocutions prononcées et en récapitulant les propositions formulées de sorte qu'un bilan de ce qui a été réalisé puisse être dressé à la session suivante.

15.1 **Ms Ossakedjombo Ngoua Memiaghe** (Gabon) said that the information requested by Member States concerning the Special Emergency Multi-Donor Fund had not been provided by the Director-General.

15.2 Poursuivant en français, la représentante du Gabon aborde la question des financements innovants, débattue l'année précédente, et reconnaît que le Groupe préparatoire au sein duquel elle siège aurait dû davantage solliciter l'avis du Bureau de la planification stratégique sur le sujet. Elle souhaite profiter de la présence du responsable de BSP pour demander un complément d'informations en la matière. Par ailleurs, elle s'enquiert auprès de la Directrice générale de l'avancement de la mission conjointe à Jérusalem visant à évaluer la situation sur le terrain. S'intéressant personnellement à cette question, sur laquelle a porté sa thèse, elle souhaite connaître les mesures prévues pour faire avancer ce dossier.

16.1 **The Director-General**, thanking the representative of Saint Kitts and Nevis for his valuable ideas concerning the SIDS conference in Samoa agreed with him on the need for greater focus and refinement of UNESCO's strategy for its participation in the conference, particularly in relation to the very relevant five chapters he had mentioned and to the Organization's ongoing projects for SIDS.

16.2 Referring to remarks made by the representative of France in the morning regarding climate change, she said that UNESCO was mobilizing to contribute to the success of the 2015 United Nations Climate Change Conference (COP21) in Paris.

16.3 She added her voice to the appeals for extrabudgetary funding required to implement important projects in capacity-building, culture inventories and other areas. Recently, the General Fund (GEF) had provided \$100,000 to support capacity-building in water management for aquifers, which was a good beginning.

16.4 Poursuivant en français à l'adresse du représentant de l'Afghanistan qui a déploré un manque de coordination entre le Conseil exécutif et le Secrétariat, la Directrice générale souhaite dissiper tout malentendu à cet égard en réaffirmant que le Secrétariat est au service du Conseil exécutif. Les orientations stratégiques sont fixées par la Conférence générale, puis approuvées par le Conseil qui les précise. Lors de la session, la première après l'approbation de la Stratégie à moyen terme et du budget de l'exercice biennal par la Conférence générale, le Secrétariat doit donc, en coopération avec le Conseil, tirer un bilan, exposer ses plans dans les différents domaines, puis les examiner avec les représentants des États membres du Conseil afin d'affiner la stratégie. C'est dans cet esprit de dialogue que la Directrice générale entend travailler avec le Conseil exécutif et son Président, avec lequel elle est en contact quasi permanent, ainsi qu'avec le Bureau entre les sessions du Conseil, conformément à l'Acte constitutif et aux règles en vigueur, de manière à dissiper toute inquiétude concernant la bonne coopération entre les deux organes.

16.5 S'adressant à la représentante du Gabon, elle rappelle que des informations ont régulièrement été communiquées sur l'utilisation des ressources du Fonds d'urgence et que le site Web présente les projets financés par ce biais, en toute transparence. Elle indique au représentant de l'Algérie que le Secrétariat a également transmis à la Conférence générale toutes les informations pertinentes. Un montant de 42 millions de dollars a été utilisé pour combler le déficit budgétaire pour les années 2012 et 2013, le reste étant alloué à différents projets. La Directrice générale saisit cette occasion pour exprimer son immense reconnaissance aux pays qui ont apporté leur soutien à l'UNESCO en versant des contributions au Fonds d'urgence ou pour des activités directes (l'Algérie, le Gabon et bien d'autres), en organisant des réunions en faveur de l'action de l'UNESCO (en Angola, au Nigéria, au Bélarus, en Azerbaïdjan, en Indonésie...) ou en offrant des contributions en nature, dont le montant pour l'année s'élève à 65 millions de dollars.

16.6 S'agissant des financements innovants, une vaste réflexion a été menée à l'occasion de divers débats. Le secteur de la santé peut être cité en exemple, UNITAID notamment, de même que les différentes activités de rapprochement en direction du secteur privé, avec lequel de nombreux accords innovants ont été conclus.

16.7 Concernant la mission conjointe à Jérusalem, des contacts sont maintenus avec les parties prenantes et les efforts se poursuivent. La Directrice générale espère qu'avec le concours du Conseil exécutif, il sera possible d'avancer sur ce dossier crucial.

17. **Ms Wozencroft** (Chief Financial Officer – DIR/BFM) said that UNESCO customarily reported on the Special Emergency Multi-Donor Fund and its expenditure in document EX/4, which included a table on how the fund was allocated against appropriation lines. There was also a report available to Member States in the System of Information on Strategies, Tasks and the Evaluation of Results (SISTER), giving details on the activities. As to the report for the current session of the Board, \$75 million in funding had been raised, of which \$27 million had been

allocated directly to activities (education: 20%; science: 14%; culture: 13%; field costs and reform: 11%) and \$42 million had been provided to cover the deficit on the regular programme inherited from 2011 owing to the suspension of funding. There currently remained approximately \$8.3 million. The Preparatory Group had requested further information on transition funding and on the restructuring process, which had been provided in document 194 EX/5 Part III Add. 2, which described how the balance was to be used for transition funding.

18.1 **Mr d'Orville** (Assistant Director-General for the Bureau of Strategic Planning – ADG/BSP) addressed innovative financing, of which UNESCO had some modest experience both practically and intellectually. He cited the example of the project with Procter and Gamble, under which UNESCO received a percentage on the sales of one of their products, which translated into around \$1 million per country where the product was sold. Those funds were channelled into girls' education, beginning with a pilot project in Senegal and moving on to Nigeria. Other markets were being opened up for the product, such as the United Kingdom, where it remained to be seen how the funds would be used for girls' education.

18.2 Similar experiences of innovative market-based financing were taking place in China, for example, where Mercedes had committed to donating \$200 per car sold, amounting to a total of more than \$3 million to be used for World Heritage activities. UNESCO had also looked theoretically at innovative financing in education, where funds could be collected through credit card use, and had explored the use of visitors' fees for both World Heritage sites and Geoparks. There was intense discussion about project-oriented activities. UNESCO International Institute for Educational Planning (IIEP) had also focused on innovative financing, which had been the topic at one of their forums two years' previously.

18.3 Lastly, another innovative financing mechanism being used was a matching funding modality whereby, for example, the OPEC Fund for International Development (OFID) had provided 50 % of funding, and UNESCO had to raise the other 50 % from the private sector, which it had done with Panasonic. Lastly, the Director-General mentioned the International Drug Purchase Facility (UNITAID) in the field of health, led by the former French Minister for Foreign Affairs, Philippe Douste-Blazy, who had recently created a mechanism similar to UNITAID in the field of education.

19. **M. Doucouré** (Mali), abordant tout d'abord la question de la culture, se félicite de « *l'intensification de l'action de l'UNESCO en réponse aux conséquences destructrices pour le patrimoine culturel des conflits ou de l'instabilité sociale et politique* » (paragraphe 76 du document 194 EX/4 Partie I), qui s'applique, entre autres, au Mali. Il se dit en particulier rassuré par la réaction du représentant de l'UNESCO au Bureau de Bamako, qui a clairement précisé qu'il serait fait appel aux savoir-faire communautaires pour restaurer les monuments. Il salue également l'importante mobilisation de fonds de la part, notamment, de la Suède, de la Norvège et de l'Union européenne. Cela étant dit, il souhaite savoir si une échéance a été fixée pour l'exécution des travaux de reconstruction. Revenant ensuite sur la question de la forte dépendance des programmes à l'égard des ressources extrabudgétaires et du Fonds d'urgence, et sur la situation critique qui en découle pour les grands programmes III et V, il demande si l'on peut espérer mettre prochainement un terme à cet état de fait.

20.1 **La Sra. Faxas** (República Dominicana), refiriéndose al proceso de descentralización, tras recordar que este proceso ya casi ha culminado en África, pregunta qué política se va a aplicar para extender la descentralización a otras regiones y fortalecer así la presencia de la UNESCO sobre el terreno. Por otra parte, dice compartir la inquietud manifestada por el Delegado Permanente del Uruguay acerca de la situación de las oficinas regionales, y pregunta, en este sentido, cómo se van a conciliar dos dinámicas en apariencia antagónicas como son el proceso de descentralización de competencias y recursos, por un lado, y la política de reducción de personal, por el otro.

20.2 Refiriéndose acto seguido a los centros de categoría 1 y 2, entendidos como instrumentos para reforzar la proyección de la UNESCO sobre el terreno en la difícil coyuntura económica actual, pregunta qué se está haciendo o qué está previsto hacer para reforzar la acción de estos centros, en particular mediante mecanismos de cooperación Sur-Sur o Sur-Sur-Norte, habida cuenta de que hay centros situados en distintas regiones que persiguen objetivos similares.

(20.1) **Mme Faxas** (République dominicaine), évoquant le processus de décentralisation, qui, en Afrique est quasiment achevé, demande quelle politique sera appliquée pour étendre la décentralisation à d'autres régions et renforcer ainsi la présence de l'UNESCO sur le terrain. Partageant par ailleurs la préoccupation exprimée par le représentant permanent de l'Uruguay au sujet de la situation des bureaux régionaux, elle demande comment l'on entend concilier les deux dynamiques apparemment antagonistes que sont, d'une part, le processus de décentralisation des compétences et des ressources et, d'autre part, la politique de réduction du personnel.

(20.2) Se référant ensuite aux centres de catégories 1 et 2, envisagés comme des instruments destinés à renforcer l'influence de l'UNESCO sur le terrain dans la difficile conjoncture économique actuelle, elle souhaiterait savoir quelles mesures ont été prises ou prévues pour renforcer l'action de ces centres, en particulier au moyen de mécanismes de coopération Sud-Sud ou Sud-Sud-Nord, sachant que dans d'autres régions des centres poursuivent des objectifs similaires.

21. **M. Sita N'Sadisi** (Angola) remercie la Directrice générale de ses précisions sur les appellations « équipe » et « section », une question qu'il avait soulevée dans un souci d'homogénéité de la structure organisationnelle. En ce qui concerne le Secteur de la culture, il demande si les projets concernant *l'Histoire générale de l'Afrique*, la Route de l'esclave et les Routes de la soie seront conduits par une ou plusieurs équipes et, dans ce dernier cas, si celles-ci seront coordonnées. Il souhaite également savoir si la différence de dénomination peut se traduire par un gain financier en termes de fonctionnement.

22.1 **La Directrice générale**, s'adressant au représentant du Mali, se réjouit que les travaux de reconstruction des mausolées aient commencé. La protection du patrimoine dans les zones de conflit mérite que l'on se mobilise encore davantage et de différentes manières. L'UNESCO doit collaborer avec ses partenaires pour faire face à des situations parfois inédites, sensibiliser l'opinion publique et mobiliser davantage de donateurs en faveur de la sauvegarde du patrimoine. La réunion d'information sur la Syrie constitue à cet égard un bon exemple. Au Mali, la reconstruction de trois

mausolées a débuté grâce à la mobilisation de 3 millions de dollars, un appel à financement de 11 millions de dollars – montant estimé de l'opération – ayant été lancé à cette fin. Tout en notant que les donateurs semblent de plus en plus sensibles à cette question, la Directrice générale ajoute que la durée de la reconstruction dépendra largement des fonds mobilisés et lance à cet égard un appel à un soutien plus large des pays pour permettre l'achèvement de ce qui a été entrepris.

22.2 S'agissant de la tendance à l'augmentation des ressources extrabudgétaires, qui semble préoccuper de nombreux pays membres, elle fait valoir que le problème n'est pas la croissance de ces fonds, qu'il faut au contraire encourager. Elle se félicite d'ailleurs de la hausse de 6 % des contributions extrabudgétaires et saisit cette occasion pour remercier les pays donateurs qui lui ont ainsi accordé leur confiance. La difficulté réside plutôt dans le fait que l'Organisation ne dispose pas de suffisamment de fonds budgétaires prévisibles à allouer au titre du personnel, de l'expertise et du fonctionnement sur le terrain. Une fois que les fonds extrabudgétaires et le budget ordinaire seront équilibrés, l'UNESCO pourra pleinement fonctionner sur le terrain.

22.3 En réponse à une question de la représentante de la République dominicaine, la Directrice générale indique qu'un rapprochement du travail des centres de catégorie 2 selon leurs domaines de compétence a déjà commencé à être opéré. Elle rappelle que ces centres, nationaux ou régionaux, ne sont pas financés par l'UNESCO – les États membres ont en effet souhaité à plusieurs reprises limiter les ressources qui leur étaient allouées – bien que l'Organisation participe à leur gestion dans les grandes lignes. Le soutien de l'UNESCO aux centres de catégorie 2 consiste essentiellement à favoriser leur coopération et à encourager les centres ayant des responsabilités communes (gestion de l'eau, égalité des genres, culture...) à se réunir pour échanger bonnes pratiques et expérience, créant ainsi de la valeur ajoutée pour l'Organisation.

23. **Mr d'Orville** (Assistant Director-General for the Bureau of Strategic Planning – ADG/BSP), in response to questions raised by the representatives of Uruguay and the Dominican Republic, provided information regarding the UNESCO Office in Montevideo and Regional Bureau for Science in Latin America and the Caribbean. He said that it was important to differentiate between posts funded under the regular programme and those funded with extrabudgetary funds; the 36 posts mentioned by the representative of Uruguay were a mixture of the two. Over the past two years, the total number of posts in the Office in Montevideo funded under the regular budget had been 25, and following restructuring it would be cut to 19. The abolished posts would be from management and administration, not from the programme areas, which instead would be slightly strengthened with a new programme specialist allocated to education. The number of posts supported by extrabudgetary funds depended on the ability to mobilize such funds.

24.1 **M. Bandarin** (Sous-Directeur général pour la culture – ADG/CLT) confirme au représentant de l'Angola que l'Équipe Histoire et mémoire pour le développement et le dialogue est chargée de gérer le projet la Route de l'esclave et de mener à bien l'utilisation pédagogique de *l'Histoire générale de l'Afrique* et qu'elle coordonne les autres histoires régionales. Elle est également responsable de la gestion des prix culturels et du patronage et procède au suivi de projets extrabudgétaires tels que le Plan Arabia ou le projet Tagore-Neruda-

Césaire. Dans cette équipe resserrée, une partie des postes est financée au titre du Programme ordinaire et l'autre par des fonds extrabudgétaires. L'ADG/CLT précise enfin que la nouvelle dénomination, simple convention interne, n'est pas fixée en fonction de l'importance de la thématique mais dépend uniquement du nombre de fonctionnaires (moins de 4 pour une équipe).

25. **The Chair**, before closing the meeting, thanked the representatives for their productive and enriching discussions.

The meeting rose at 5.10 p.m.

FIFTH MEETING

Monday 14 April 2014, 10.20 – 10.25 a.m.

Chair: Mr Amr

Announcement by the Chair

1. **The Chair** requested the members of the Bureau to attend a short meeting of the Bureau before the Board went into private session.

The meeting rose at 10.25 a.m.

SIXTH MEETING

Monday 14 April 2014, 3.15 – 5.55 p.m.

Chair: Mr Amr

PRIVATE MEETINGS

Announcement concerning the private meeting held on Monday 14 April 2014

1.1 The Secretary *in extenso*:

At the private meeting held this morning, the Executive Board considered item 3 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 (194 EX/PRIV.1 Rev. and Add.)

In accordance with Rule 59 of the Rules of Procedure of the Executive Board, the Director-General *informed* the Board on the general situation regarding staff at D-1 level and above and the decisions she has 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.

1.2 In conformity with 159 EX/Decision 4.1, paragraph 3, the Director-General *consulted* the Board on the appointment of the Legal Adviser of the Organization and Director, Office of International Standards and Legal Affairs. In accordance with practice established since the 160th session, she *also consulted* the Board on the appointment of the Director, Office of Internal Oversight (IOS) and *informed* it of Joint Inspection Unit (JIU) recommendations regarding this position, and requested the Executive Board's support in proceeding to implement these recommendations.

ADMINISTRATIVE AND FINANCIAL QUESTIONS

Item 3: Report by the Director-General on the application of Rule 59 of the Rules of Procedure of the Executive Board: major changes to the organizational structure (194 EX/3 & Corr.-Corr.2 and Add.)

2.1 **Mr Worbs** (Germany) thanked the Secretariat for the new organization chart indicating the major changes to the organizational structure of UNESCO, acknowledging that it must not have been an easy exercise given the financial crisis. Notwithstanding, he wished to make a number of remarks on the new structure proposed by the Secretariat. In the Division for Policies and Lifelong Learning Systems in the Education Sector there was a Section of Youth, Literacy and Skills Development, but the Secretariat seemed to have omitted technical and vocational education and training (TVET), an important UNESCO programme that his country supported. He therefore requested that TVET be reflected in the organization chart. Moreover, the UNESCO Intergovernmental Oceanographic Commission (IOC) had been presented on the chart as if it were an integral part of the Natural Sciences Sector. IOC, however, had functional autonomy with its own Council and Assembly; its Director had the rank of Assistant Director-General (ADG) and was not subordinate to the ADG for the Natural Sciences Sector. Also in the Natural Sciences Sector, the importance attached in the organization chart to the Division of Water Sciences, the Division of Ecological and Earth Sciences and the Division of Science Policy and Capacity-Building did not seem to reflect the prioritization given to them by the Executive Board at its meeting on 4 July 2013. While the Ecological and Earth Sciences reflected more or less what had been decided by the

Board, the Division of Water Sciences appeared to be undervalued in comparison to the value attached to it by the Board and the Division of Science Policy and Capacity-Building was overvalued. He thus invited the Secretariat to address those issues in the organization chart, which included increasing the resources for water sciences and decreasing those devoted to science policy.

2.2 Furthermore, in the Culture Sector, there was a subdivision in the Division for Heritage called the World Heritage Centre. If he read the chart correctly, it seemed that there would be a Director of the Division for Heritage, but there would no longer be a Director of the World Heritage Centre, which in his view had autonomy similar to IOC. When the World Heritage Centre had been created, it had not been part of any sector but was under the direct supervision of the Director-General as it was deemed *sui generis*, with links to both natural sciences as well as culture. Although the World Heritage Centre had subsequently been attached to the Culture Sector for reporting purposes, it had maintained its independence, reflecting the importance and visibility of the programme, which in many countries was emblematic for UNESCO. The reduction of the World Heritage Centre to a subdivision did not reflect that importance or the increasing workload that the Centre was facing with respect to new nominations and endangered sites. While recognizing that it was not an easy exercise in the context of a financial crisis to design a new organization chart, he invited the Secretariat to redress those points.

2.3 Lastly, the restructuring outlined in document 194 EX/3 included only UNESCO Headquarters and not the field offices. During the previous year, new field offices had been created and ill-staffed, as the countries concerned had reported during the commission meetings. He doubted that the field structure of UNESCO could remain untouched under the conditions of financial crisis; it was necessary to address those important issues in order to prevent the management and scientific capacity of UNESCO from being weakened to a point where programmes lost importance.

3. **M. Sita-N'Sadisi** (Angola) s'interroge une nouvelle fois sur la logique qui préside à la restructuration du Secteur de la culture, notamment pour ce qui est de la transformation de la Section de l'histoire et de la mémoire pour le dialogue en une Équipe Histoire et mémoire pour le développement et le dialogue. N'étant pas satisfait des premières réponses apportées à ce sujet par le Sous-Directeur général pour la culture (ADG/CLT), qui a mentionné un problème d'harmonisation au sein du Secrétariat, l'orateur fait valoir que, compte tenu de leur importance, les trois projets – *Histoire générale de l'Afrique*, Routes de la soie, Route de l'esclave – devraient être dirigés chacun par une équipe. Notant que la transformation de la section en une équipe a été justifiée par le nombre limité de personnes affectées à la structure considérée, il fait observer que l'équipe en question est apparemment composée de quinze personnes. Il demande donc de nouvelles précisions sur le sujet, tout en insistant sur l'importance que cette structure garde la forme d'une section.

4. **Mr Magwira** (Malawi), thanking the Director-General for the restructuring exercise and endorsing the sentiments of Germany that it could not have been an easy task to accomplish, said that there was nonetheless room for some minor adjustments to accommodate regional priorities. For example, he requested that the Section for Capacity-Building in Science and Engineering take into account the priorities of regions like his own.

Furthermore, the Social and Human Sciences Sector in Africa had lost some posts over the years; he also requested clarification over the number of Professional posts in the Communication and Information Sector in the five UNESCO field offices in Africa.

5.1 **The Deputy Director-General** said that the organization chart showed some lines of responsibility in relation to each other and to the hierarchy, but did not show the relative weight in terms of resources allocated to particular assignments. The sizes of the boxes did not reflect the resources allocated. He assured the Board that IOC was an intergovernmental institution with functional autonomy, and its relationship with the Natural Sciences Sector, indicated by a dotted line, was one of collaboration, since IOC worked with the Natural Sciences Sector on many issues as well as reporting to its own Council.

5.2 Document 194 EX/3 was not intended to cover the field reform. Specific resolutions had been adopted by the General Conference on the future architecture of the field offices, which the Director-General had been implementing on a staggered basis. Unfortunately, owing to the financial crisis, it had not been possible to implement the reforms in the Africa and the Arab States regions during the previous biennium as quickly as intended. Consequently, a hybrid structure had been set up, which was sufficient to implement the expenditure plan and the associated programmes approved by the Member States.

6. **Mr Tang** (Assistant Director-General for Education – ADG/ED), in reply to the question on the organization chart raised by the representative of Germany, said that as a result of the lack of a critical mass at Headquarters, it had been necessary to merge the Technical and Vocational Education and Training (TVET) and Literacy Sections into one, which had been named the Section of Youth, Literacy and Skills Development. He hoped that that was acceptable.

7.1 **Mr Bandarin** (Assistant Director-General for Culture – ADG/CLT) said that the World Heritage Centre (WHC) was a flagship of UNESCO, and its role was not being diminished. The visibility report on traffic on UNESCO's public website showed that 50 % of hits were on the World Heritage Centre. Web hits could unfortunately not be translated into budget, so WHC could not receive 50 % of the budget. Following the decisions taken by the Executive Board and the General Conference, there had been a dramatic cut in resources, which meant that there were only funds enough for two Directors in the Culture Sector. Therefore, in order to cover all the activities of the Culture Sector, two divisions had been established, one for heritage in all its forms, including WHC, and the other for creativity. The Director of the Heritage Division would also be the Director of WHC for the current biennium. He hoped that in the future there would be the funds to recruit more directors, but in the meantime, UNESCO had to make do with the limited resources available. He assured the Board that the role and activities of WHC would not be changed under the new configuration.

7.2 The Culture Sector had several activities, including the Slave Route, the Silk Road and the pedagogical use of the *General History of Africa*, but only one of those, the Slave Route, was financed under the regular programme, while the others were financed with extrabudgetary funds. As a result, the team had only three staff members financed under the regular programme. It

was thus difficult to call it a section, and the Bureau of Human Resources Management (HRM) had recommended it be called either a unit or a team. There were also four other members of the team, on temporary posts funded from extrabudgetary resources.

8. **Ms Watson-Wright** (Executive Secretary of the Intergovernmental Oceanographic Commission – IOC), and acting Assistant Director-General for Science – ADG/SC a.i.), underscoring what the Deputy Director-General had said regarding IOC and with respect to the 'question by Germany, the dotted line in the organization chart was meant to show that IOC and the Natural Sciences Sector collaborated closely, not that one was higher than the other. The Division of Water Sciences contributed to two expected results, the Division of Ecological and Earth Sciences contributed to three expected results, and the Division of Science Policy and Capacity-Building contributed to five expected results. The latter division also dealt with contributions to the post-2015 agenda, the Scientific Advisory Board, the United Nations system Future Earth initiative and the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES). She assured the representative of Malawi that the Section for Capacity-Building in Science and Engineering certainly took into account, Africa and regional priorities and probably benefited Africa more than the rest of the globe.

9. **Mr Engida** (acting Assistant Director-General for Communication and Information – ADG/CI a.i.), in reply to the representative of Malawi, said that there were eight Professional staff in the Communication and Information Sector in the UNESCO field offices in Africa, including four National Professional Officers. On the basis of the limited resources available, UNESCO planned nonetheless to deliver on its commitments to the Africa region. Extrabudgetary resources were also being mobilized to increase human capacity as and when additional resources were obtained.

10.1 **M. Seddoh** (Togo) remercie le Secrétariat des nouveaux organigrammes communiqués et le félicite pour le travail qu'il a accompli dans un contexte budgétaire difficile. Néanmoins, il souhaite attirer l'attention sur le risque que la réduction du nombre de divisions, effectuée dans le contexte de la réforme, nuise à la représentativité de l'UNESCO dans ses relations avec d'autres organisations, les chefs de section n'ayant pas le même poids que les directeurs. Comme le représentant de l'Allemagne, il pense qu'il conviendrait de mentionner l'enseignement et la formation techniques et professionnels (EFTP) dans la Section de la jeunesse, de l'alphabétisation et du développement des compétences afin de mieux refléter l'importance de cette thématique. L'orateur s'interroge sur les raisons du regroupement de la citoyenneté mondiale et de la santé au sein d'une même section. Enfin, il fait part au Conseil exécutif et à la Directrice générale de ses inquiétudes quant au fait que les sciences écologiques et les sciences de la Terre perdent en importance en étant regroupées au sein d'une même division.

11. **Ms Larson-Kone** (United States of America), echoing appreciation for the hard work done by the Secretariat on the restructuring, said that she was nonetheless concerned by the elimination of an Assistant Director-General position for the Communication and Information Sector (CI) and by the fact that the Deputy Director-General (DDG) was working with multiple full-time positions. It was not clear in the modified organizational structure set out in document 194 EX/3 to what degree the

DDG was able to delegate responsibility and authority for policy development and programme implementation within the structural changes that placed the CI Executive Office and two divisions under his direct management. She requested clarification about how UNESCO would ensure continued and productive focus on critical issues, including the International Programme for the Development of Communication (IPDC), internet freedom and access and the protection of journalists and free media principles.

12.1 **Mme Ossakedjombo-Ngoua Memiaghe** (Gabon) remercie le Secrétariat, la Directrice générale et les ADG pour l'élaboration des organigrammes, qu'elle avait demandés lors de réunions précédentes. Rappelant que le Groupe préparatoire a préconisé une prise en considération de la priorité Afrique et de la priorité Égalité des genres dans chaque secteur d'activité, elle demande comment cela apparaîtra dans les organigrammes. L'oratrice remarque ensuite que, dans certains secteurs, notamment au sein de la Commission océanographique intergouvernementale (COI), il existe des unités et non plus des sections d'observation, et elle en demande les raisons à la Sous-Directrice générale pour la COI (ADG/COI). Concernant la culture, elle fait part des mêmes préoccupations que le représentant de l'Angola et estime, elle aussi, que les explications données par l'ADG/CLT au sujet de l'Équipe Histoire et mémoire pour le développement et le dialogue ne sont pas convaincantes. Le terme « *équipe* » est pour elle le signe d'une diminution de l'importance accordée aux projets.

12.2 D'autre part, elle déplore l'absence de coopération apparente entre l'UNESCO et l'Union africaine. Elle note avec satisfaction l'existence d'un schéma concernant le Département Afrique et félicite la Sous-Directrice générale pour le Département Afrique (ADG/AFR). Toutefois, elle se demande si les accords de coopération conclus avec l'Union africaine ont été pris en compte et insiste sur l'importance d'une telle coopération en termes de suivi et de renforcement. Évoquant les questions de la jeunesse et des personnes âgées sur le continent africain, elle estime qu'il conviendrait d'avoir, dans les domaines de compétence de l'UNESCO, une assise conjointe avec l'Union africaine, et de le signaler, si ce n'est dans un schéma, tout au moins dans des textes. Enfin, elle annonce qu'elle a des amendements à présenter concernant le projet de décision.

13.1 **The Director-General**, in reply to the representative of the United States of America, said that in response to the request by the Executive Board and General Conference to reduce the Senior Management Team (SMT) she had downgraded some of the positions of members of the SMT and entrusted the responsibility of the Communication and Information Sector (CI) to the Deputy Director-General (DDG) for the current biennium. She reassured the Board that the CI Sector was vibrant, with two very strong teams, which had practically been unaffected by the financial crisis, having successfully raised extrabudgetary funds. Testimony to the good performance of the sector under the leadership of the DDG was the recently published UNESCO report *World Trends in Freedom of Expression and Media Development*. She thanked Sweden for its support in launching the publication, an event that would be followed up at Headquarters with activities linked to World Press Freedom Day (3 May). In spite of difficulties, UNESCO was successfully leading important projects in the field, working towards transforming societies, training journalists and conveying important messages. She reassured the Board that she had full trust in the DDG, and that he had

taken on the role with great enthusiasm. Other responsibilities within the CI Sector, such as the Information for All Programme (IFAP), Internet privacy and related programmes, showed that it was a solid sector and under the committed leadership of the DDG its importance had been raised even higher.

13.2 Poursuivant en français, la Directrice générale répond à la représentante du Gabon au sujet du suivi de certaines réunions, notamment de celles tenues avec l'Union africaine. Elle indique que les relations avec l'Union africaine et la Commission de l'Union africaine (CUA) se sont considérablement développées. Elle cite en exemple le suivi, notamment avec la Fondation Omar Bongo Ondimba, du projet relatif à la culture de la paix, auquel ont travaillé les commissions nationales, l'Angola – qu'elle remercie – et l'Union africaine. En outre, l'UNESCO a entrepris, en janvier 2014, de lever des fonds en faveur du patrimoine du continent avec la Commission de l'Union africaine et plusieurs chefs d'État. La Directrice générale termine en suggérant de mettre en place une réunion d'information sur les projets de coopération avec l'Union africaine et sur leur suivi.

14. **Mr Tang** (Assistant Director-General for Education – ED) agreed with the representative of Togo that literacy and technical and vocational education and training (TVET), in view of their importance, should each be assigned to a separate unit. He furthermore acknowledged that arbitrary combinations, such as having health and global citizenship education in a single section, were far from ideal. The fact was, however, that the Education Sector had had to resort to such combinations in order to maintain minimum priorities with a drastically reduced staff: 40 posts had been abolished at Headquarters under document 37 C/5 Approved – as against 15 in the field, as the priority there had been to minimize the impact on field presence – leaving just seven P-5 grade staff available to head the sections. The proposed structure, given the constraints, was the best alternative for the present, as it made it possible to deliver on the key priorities of Member States while efforts continued to mobilize the extrabudgetary resources needed to generate more posts.

15. **M. Bandarin** (Sous-Directeur général pour la culture – ADG/CLT), répondant à la représentante du Gabon au sujet des projets menés dans le cadre de la priorité Afrique en général, et de l'activité sur le dialogue en particulier, fait observer que ces projets n'ont en rien perdu de leur importance et ont bénéficié de ressources extrabudgétaires conséquentes. C'est le cas du projet sur l'utilisation pédagogique de l'*Histoire générale de l'Afrique* et du projet Routes de la soie, mais pas encore du projet La route de l'esclave. En revanche, au moment de définir le degré de priorité des différentes activités, le Conseil exécutif et la Conférence générale ont attribué une priorité basse à ces projets, ce qui a entraîné une réduction considérable des fonds versés au titre du programme ordinaire. Le Secteur a alors octroyé le maximum possible, soit 40 % du montant prévu dans le 37 C/5. Il convient désormais de trouver de nouvelles ressources extrabudgétaires. Pour constituer l'Équipe Histoire et mémoire pour le développement et le dialogue, le Secteur ne dispose de ressources du programme ordinaire que pour deux personnes (une troisième relevant du FITOCA), ce qui est très peu. Cela étant, le terme « *équipe* » n'est pas figé et pourrait être remplacé.

16.1 **Ms Watson-Wright** (Executive Secretary of the Intergovernmental Oceanographic Commission – IOC; Assistant Director-General for the Natural Sciences Sector

– ADG/SC a.i.) assured the representative of Togo that as much, if not more, importance was attached to the Man and the Biosphere (MAB) Programme and the Division of Ecological and Earth Sciences (SC/EES), and that the Natural Sciences Sector had done all it could with a reduced budget.

16.2 Responding to the representative of Gabon, she pointed out that SC, which had focal points for Africa in every division, and the Intergovernmental Oceanographic Commission, with its Sub-Commission for Africa and the Adjacent Island States, were both working closely with the Africa Department. As to her question on the reasons why there were units in the IOC secretariat in place of sections, the nomenclature had been changed in line with Bureau of Human Resources Management (HRM) guidelines. It might be possible to consider reclassifying the Tsunami Unit (IOC/TSU) as a section, for example, but regardless of what subdivisions were called, the focus across the entire Organization was on producing results for the Member States.

17. **Mme Ben Barka** (Sous-Directrice générale pour le Département Afrique), remercie la représentante du Gabon de son appréciation positive. Afin de compléter les réponses apportées par la Directrice générale au sujet de la coopération entre l'UNESCO et l'Union africaine, l'oratrice indique que la Division pour la coopération, le suivi intersectoriel et le partenariat s'efforce de renforcer les liens avec les États membres et les organisations régionales et sous-régionales, et en particulier avec les communautés économiques régionales et l'Union africaine. Elle ajoute que la conférence « Pour une approche prospective de la priorité Afrique » tenue en 2011 a permis de prendre connaissance des orientations majeures de l'Union africaine, des communautés économiques régionales et du Nouveau Partenariat pour le développement de l'Afrique (NEPAD) afin de les intégrer dans la stratégie opérationnelle. De même, l'UNESCO a discuté avec l'Union africaine, à Addis-Abeba, de la stratégie à moyen terme adoptée par cette dernière et a pris en considération les orientations qui y figurent. L'Union africaine a de nouveau été consultée lors de la définition des projets phares de l'UNESCO. La coopération entre les deux organisations a aussi eu pour cadre la célébration à Addis-Abeba de la Journée internationale de la paix (le 21 septembre), ou le Forum de Luanda, qui a permis la mise en place d'un réseau de fondations africaines et non africaines pour la culture de la paix en Afrique. Une manifestation équivalente devrait prochainement avoir lieu au Gabon pour la jeunesse. L'oratrice conclut en assurant une nouvelle fois que l'UNESCO travaille main dans la main avec l'Union africaine et ses piliers que sont les huit communautés économiques régionales, et s'engage à transmettre davantage de documents et d'informations sur ces questions.

18.1 **Ms Mufti** (Pakistan) expressed appreciation for the difficult work that had gone into preparing the report contained in document 194 EX/3. Drawing attention to the organization chart for the Culture Sector, however, she said that the World Heritage Centre (WHC) should not have been grouped together with the Cultural Heritage Protection Treaties Section (CLT/HER/CHP) and the History and Memory for Development and Dialogue Team (CLT/HER/HMD) in the Division for Heritage (CLT/HER). Furthermore, the proposed numbers of posts for the latter two should not have been combined as the total figure, which was not certain to suffice for what Member States regarded as priority work, gave no indication of the

number allocated to each. Nor was there any indication, in the Professional and General Service posts, as to whether regular programme and extrabudgetary activities would be done by permanent staff or supernumeraries hired specifically for projects.

18.2 She requested clarification and further information on why Social and Human Sciences (SHS) and Communication and Information (CI) were the only sectors that appeared to need a separate finance and administrative office; whether there were plans to consider a staff redeployment training programme; whether, further to the concerns expressed by the representative of Gabon, there would be posts allocated specifically to Africa and gender within each sector; and what action had been taken in response to the Board's request, at its 192nd session, to reduce the number of posts at grade D-1 and above.

19.1 **La Sra. Faxas** (República Dominicana), tras agradecer el esfuerzo de la Secretaría y la Directora General por presentar el organigrama, pide información complementaria sobre la lógica que primó en los recortes de personal y las prioridades establecidas por el Consejo en su quinta reunión extraordinaria. En vista de que el informe 194 EX/4 ha puesto de manifiesto que la Organización depende cada vez más de los fondos extrapresupuestarios, desearía saber si, en el marco del organigrama, la cuestión de los fondos extrapresupuestarios se articuló o no con la creación de puestos. Solicita asimismo una clarificación conceptual: no tiene inconveniente en que se deje de usar, como hasta ahora, el término unidad, pero desea conocer lo que hay detrás de la nueva conceptualización: ¿qué es, cuántas personas tiene y cómo funciona un despacho o “desk”?, ¿qué es una “sección”?, ¿qué es un “equipo”?

19.2 Por lo que respecta a la creación de la Sección de investigación, políticas y prospectiva, le preocupa que la prospectiva se conciba de forma unidimensional, como si se tratara exclusivamente de una ciencia social, aun cuando en la Organización siempre ha tenido un carácter transdisciplinario e intersectorial, tanto cuando fue división como cuando estuvo a cargo de BSP. Sea cual fuere el Sector al que se traslade, la prospectiva ha de mantener este carácter, por lo que plantea la posibilidad de abrir un debate al respecto en relación con el organigrama. Por otra parte, desea saber cómo se articulará la cuestión de la investigación: ¿se ayudará a Estados Miembros que carecen de estructuras de investigación, como el suyo, a crearlas o será la UNESCO quien se ocupe de investigar?

(19.1) **Mme Faxas** (République dominicaine), après avoir salué les efforts faits par le Secrétariat et la Directrice générale pour présenter l'organigramme, demande des informations complémentaires concernant la logique ayant présidé aux réductions d'effectifs et à la détermination des priorités fixées par le Conseil exécutif à sa cinquième session extraordinaire. L'Organisation étant de plus en plus tributaire des ressources extrabudgétaires, comme il ressort du rapport 194 EX/4, elle souhaiterait savoir si, dans le cadre du nouvel organigramme, la question des ressources extrabudgétaires est liée ou non à la création de postes. Elle sollicite également des éclaircissements à propos de certains concepts. Si elle ne voit pas d'inconvénient à ce que l'on cesse d'employer, comme c'était le cas jusqu'à présent, le terme « unité », elle souhaiterait savoir ce qu'il y a derrière les nouveaux concepts. Qu'est-ce qu'un « desk » ? Quels en sont les effectifs et comment

fonctionne-t-il ? Qu'entend-on par « *section* » ? Qu'entend-on par « *équipe* » ?

(19.2) S'agissant de la création d'une Section de la recherche, de la politique et de la prospective, elle craint que la prospective ne soit envisagée que sous une seule dimension, comme s'il s'agissait uniquement d'une science sociale, alors qu'elle a toujours eu au sein de l'Organisation un caractère transdisciplinaire et intersectoriel, tant lorsqu'elle faisait l'objet d'une division à part entière que lorsqu'elle était confiée à BSP. Quel que soit le secteur vers lequel elle est transférée, la prospective doit conserver ce caractère. C'est pourquoi l'oratrice souhaiterait que l'on puisse ouvrir une discussion à ce sujet par rapport au nouvel organigramme. Par ailleurs, elle souhaiterait savoir comment sera envisagée la question de la recherche : s'agira-t-il d'aider les États membres qui manquent de structures de recherche, comme c'est le cas de la République dominicaine, à créer de telles structures, ou est-ce que ce sera l'UNESCO qui mènera des activités de recherche ?

20. **Mr Dhakal** (Nepal), while expressing appreciation for the report contained in document 194 EX/3, drew the Director-General's attention to the fact that despite the need to match the rest of the international community in prioritizing the least developed countries (LDCs), especially in regard to achieving education for all (EFA) and attaining the Millennium Development Goals (MDGs), her report only mentioned them once. Furthermore, it was specifically in connection with the Division of Science Policy and Capacity Building (SC/PCB) and they needed support in all of UNESCO's fields of competence.

21. **The Director-General**, drawing the representative of Nepal's attention to the fact that the focus in document 194 EX/3 was not on plans and activities on the ground, but rather on the organizational structure across the sectors, asked him not to expect to find a country's specific priorities or programmes reflected therein. He should rest assured, however, that the least developed countries (LDCs) remained a programmatic priority for UNESCO, as seen in the C/5 document, for example, or in the "big push" initiative launched the previous year to accelerate EFA in Africa, which had primarily targeted LDCs, including some small island developing States (SIDS). UNESCO was as committed as the rest of the United Nations system to prioritizing vulnerable countries with the greatest needs in the run-up to 2015 and beyond, in the strategies for post-2015 development.

22.1 **Mr d'Orville** (Assistant Director-General for Strategic Planning – ADG/BSP) informed the representative of Pakistan that nine posts at D-1 grade and above had been abolished, leaving a current total of 42, under the \$507 million expenditure plan.

22.2 On the matter of foresight activities raised by the representative of Dominican Republic, he confirmed that every sector had had them integrated into its operations. That could be seen most clearly in the Social and Human Sciences Sector (SHS) in the shape of the Research, Policy and Foresight Section of the Division of Social Transformations and Intercultural Dialogue. Elsewhere, in the Natural Sciences Sector (SC), the fact that the World Water Assessment Programme (WWAP) was working with projections through to the year 2050 indicated a strong element of foresight. Dimensions of foresight, having been elucidated and addressed in the course of several events

over the previous year, had been integrated into capacity-building for Member States through the field offices, as well as into higher education, teacher training and ICTs in education.

22.3 Further to the comment made by the representative of Nepal, capacity-building and policy advice for LDCs had been integrated into the work plans for the current biennium, particularly in education and the natural sciences, in line with the commitments made by UNESCO at the Fourth United Nations Conference on the Least Developed Countries in Istanbul (Turkey) in May 2011.

23. **Ms Thompson-Flores** (Director of the Bureau of Human Resources Management – BFM), speaking on the subject of nomenclature, informed the Board that BFM, after examining the various positions and grades, had produced a classification table to assist senior management in choosing the correct designations for a sector's subdivisions and, hence, in ensuring a consistent, standard, nomenclature throughout the Organization. Copies of the table would be made available on request.

24. **Mr Simataa** (Namibia), thanking the Director-General and her team for completing the demanding task requested by Member States, expressed concern about the visibility of the flagship UNESCO Associated Schools Project Network (ASPnet), with its reduced staff, within the Section of Education for Sustainable Development. On a more general note, he asked whether a mitigation strategy had been developed to protect the Organization from the inevitable aftershocks of the restructuring exercise; such a strategy was crucial to the sustainability of the reforms initiated. Lastly, bearing in mind that it had been carried out in line with the priorities set collectively by the Executive Board, and that the financial problems necessitating the exercise had yet to be resolved, he requested that information on the savings generated be provided as soon as it became available, to enable the Board, at its next session, to consider whether the original objectives had been met.

25.1 **Mr Sudders** (United Kingdom) commended the Director-General on the report contained in document 194 EX/3, saying that it provided a wealth of information and that once the current difficulties had been resolved, she should consider expanding it to serve as an introductory guide to the organizational structures of UNESCO, which had never been presented so clearly, with organizational charts for each sector.

25.2 After endorsing the support of Germany and others for the functional autonomy of the Intergovernmental Oceanographic Commission (IOC), he said that the document gave an incomplete picture of overall staffing in the Organization, as it did not include a range of central services, such as the Bureau of Human Resources Management (HRM), the Bureau of Financial Management (BFM) and the Bureau of Strategic Planning (BSP), or the Office of the Director-General (ODG). Furthermore, on the proposed post numbers, the Africa Department still appeared to have just one person working in Africa; IOC had been allocated 26.5 posts at Headquarters; the Division for Creativity (CLT/CRE) had been allocated 37; and the Communication and Information Sector would apparently have 33 people working on its programmes. He had been shocked, therefore, to note that some of UNESCO's programmes would be less well staffed than the Building Section (MSS/BTM), for example, which had been allocated 39 technicians and architectural assistants; and that,

according to the approved staffing figures for the Organization as a whole, many would have half as many staff as HRM, BSP and ODG. By his calculation, there were 495 regular programme posts, including in the field, but not including senior management, meaning that less than one-third of the overall staff would be working on programmes, and the rest were largely administrative or technical personnel. The Organization clearly remained highly bureaucratic and far from lean.

26. **M. Koko** (Tchad) félicite la Directrice générale et l'ensemble du Secrétariat pour la qualité des organigrammes présentés. Comme l'Angola et le Gabon, le Tchad est préoccupé de voir qu'une « équipe » va s'occuper de l'Histoire et de la mémoire pour le développement et le dialogue, et donc notamment des projets relatifs à l'utilisation pédagogique de l'*Histoire générale de l'Afrique* et à la Route de l'esclave. Le Secrétariat ayant indiqué qu'il n'était pas opposé à un changement d'appellation, l'orateur recommande, au vu de l'importance du travail à accomplir, que l'équipe soit une section, et préconise de poursuivre la rédaction de l'Histoire générale de l'Afrique, en particulier de son volume 9, afin d'y faire figurer des découvertes récentes, telles que celle du crâne de Toumaï au Tchad.

27.1 **The Director-General**, responding to the representative of Namibia's about the Associated Schools Project Network (ASPnet), and referring back to the comment by the Assistant General-Director for Education, said that the new structure was indeed far from ideal. The Organization had had to adapt, after the tsunami of the previous two years, to a loss of some \$220 million while continuing to deliver on the priorities set by its Member States. The savings generated by the restructuring exercise would help to bridge that gap and to stay within the \$507 million budget ceiling; in addition, the General Conference had authorized an \$8 million increase in the budgetary deficit, which would be absorbed by the end of the biennium. It was a good idea, as suggested by the representative of Namibia, to evaluate the exercise and to prepare a risk mitigation strategy for the future, which would involve adapting to new ways of working in some areas. In the meantime, she was confident that the concerns expressed in discussions at the previous session and in the intersessional period about the Organization being dragged into a downward spiral by a lack of money had been allayed. UNESCO, thanks to the efforts of the Member States in assisting the Secretariat to meet the new needs, had the capacity to retain its leadership in its key areas of competence.

27.2 Turning to the comments of the representative of the United Kingdom, she said that she was well aware that staff cuts had been necessary in practically every sector, but she urged him to recognize the enormous, even "revolutionary", lengths that Organization had gone to in reducing its administrative costs; the roadmap approved by the Board at its 189th session had provided the specific targets and adaptive measures. While the central services had not quite absorbed the entire share of the deficit that the Board had requested, UNESCO had assets that needed to be managed, which required managers, and some costs were therefore incompressible. Administrative costs had nevertheless been cut by 20 % in her Office, as well as in the Bureaux of Financial Management (BFM) and Human Resources Management (HRM) and across the rest of the central services; the External Relations and Public Information (ERI) Sector, for its part, had cut its costs by twice as much. Efforts were therefore being made to produce a leaner administration and to explore other

ways to improve efficiency and better balance the Organization's books; Member States would certainly be doing the same. As for the suggestion that the central services were not working on programmes, that was not the case. HRM, for instance, had backstopping programmes for the field offices and all the sectors, indeed the entire staff of UNESCO was in fact working on programme delivery, in one way or another.

28. **Ms Wozencroft** (Chief Financial Officer, Bureau of Financial Management – BFM) informed the representative of Namibia that the savings made from the 20 % reduction in non-programme sector costs between the 2010-2011 and 2012-2013 biennia had been incorporated into the \$507 million expenditure plan, the budget for which had been reduced by 14 % from the figure in document 37 C/5 Approved. Most of the reductions had been absorbed by the staff owing to the high level of incompressible fixed costs and overheads within the programme sectors.

29.1 **Mr Maynard** (Saint Kitts and Nevis) expressed concern about the decision to subsume the Slave Route project under the History and Memory for Development and Dialogue Team (CLT/HER/HMD), as it would dilute the project and its activities, thus sending out a negative message liable to undermine staff morale and the project's visibility within the Organization. It was time, in the year of its 20th anniversary, to strengthen, not diminish, its technical expertise and the project, as suggested by the representative of Chad, should therefore be allocated to a separate section.

29.2 Reaffirming the importance that his government attached to the UNESCO Office in Kingston, he furthermore expressed concern that, given the current difficulties it faced as the cluster office for as many as 17 Member States, Social and Human Sciences Sector (SHS) was abolishing posts, and the Natural Science Sector (SC) field officer in Africa would be working almost exclusively on matters related to the Intergovernmental Oceanographic Commission (IOC). The baby should not be thrown out with the bath water, especially when UNESCO was seeking to assert its relevance within the United Nations system. An alternative solution might be to fill the gaps in the interim with the secondment of a suitably qualified person from a Member State.

30.1 **Ms Rampersad** (Trinidad and Tobago) commended the Director-General on her creative, forward-looking approach, and welcomed some of her initiatives to adjust the Organization to the challenging times. However, she wondered whether the organizational structure presented in the various charts was indeed the best possible option in the context of the formulation of a post-2015 development agenda, which should be taken into account in the drive to make the machinery leaner both in the sectors and in the Organization as a whole. It might also be useful, to touch on the concerns expressed by the representative of the Dominican Republic, to place greater emphasis on cross- and intersectoral synergies; representing them visually in the charts would help to see where they could be made more effective.

30.2 Turning to the situation in her subregion, she fully endorsed the statement and suggestion made by the representative of Saint Kitts and Nevis, suggesting that attention in the restructuring exercise should be paid not only to the UNESCO Office in Kingston, but also to national offices, category 2 centres and other parts of the machinery that affected the Organization's visibility and Member States' support for programme activities. More

attention should also be paid to the small island developing States (SIDS) of both the Caribbean and Latin America, whose ecological and cultural heritage-related importance had been largely ignored by the international community.

31. **La Sra. Sol de Pool** (El Salvador) da las gracias a la Directora General por presentar el documento sobre la reestructuración y señala a continuación que, por razones de tiempo, solo se referirá al Sector de Educación. En su opinión, el mandato del Equipo de coordinación de la EPT y de la agenda mundial descrito en el párrafo 16 del documento 194 EX/3 es excesivamente ambicioso. Recordando lo mucho que había costado llegar a medio consensuar la introducción de una meta única de educación, que habrá de extenderse hasta 2030, en la agenda para el desarrollo después de 2015 de las Naciones Unidas, considera que la elaboración de la agenda para la educación después de 2015 será una tarea aún más compleja que debería confiarse a una división y pide aclaraciones al respecto.

(31) **Mme Sol de Pool** (El Salvador) remercie la Directrice générale d'avoir présenté le document sur la restructuration et indique que, faute de temps, son intervention portera uniquement sur le Secteur de l'éducation. Le mandat de l'Équipe de coordination de l'EPT et de l'agenda mondial, décrit au paragraphe 16 du document 194 EX/3, lui paraît excessivement ambitieux. Rappelant combien il avait été difficile de parvenir à une position à demi consensuelle sur l'inclusion d'un objectif à part entière concernant l'éducation, sur une période allant jusqu'à 2030, dans le programme de développement des Nations Unies pour l'après-2015, elle considère que l'élaboration de l'agenda pour l'éducation post-2015 sera une tâche encore plus complexe, qui devrait être confiée à une division. Elle demande donc des éclaircissements à ce sujet.

32. **尤先生** (中国) 感谢总干事及其团队就机构改革提供充分材料。他希望强调世界遗产中心一直以来为推动世界遗产工作, 包括自然遗产和文化遗产, 做了大量富有成效的工作, 是教科文组织的重要品牌工作。他认为这次机构改革调整应加强世界遗产中心的工作, 而不是削弱。

(32) **M. You** (Chine) a remercié la Directrice générale et son équipe pour les informations suffisantes sur la réforme institutionnelle. Il a souhaité souligner le travail efficace du Centre du patrimoine mondial pour la promotion des patrimoines mondiaux naturels et culturels, ce qui faisant partie des missions les plus importantes et les plus connues de l'UNESCO. Selon lui, cette réforme institutionnelle devrait renforcer le travail du Centre du patrimoine mondial au lieu de l'affaiblir.

33. **Mme Salado** (Attachée à la Délégation permanente du Portugal auprès de l'UNESCO) remercie la Directrice générale du travail de restructuration accompli au niveau du Secrétariat. Souhaitant, comme les représentants de l'Allemagne et du Royaume-Uni, formuler un commentaire constructif et sans incidence financière au sujet de la Commission océanographique intergouvernementale, elle souligne que celle-ci n'a pas à figurer dans l'organigramme du Secteur SC puisque ses Statuts révisés, approuvés par la Conférence générale à la 30^e session, prévoient son autonomie fonctionnelle au sein de l'UNESCO. Elle fait en outre observer que, d'après ses Statuts, la COI peut coopérer avec l'ensemble des secteurs, et pas seulement avec le Secteur SC. Elle conseille donc de modifier l'organigramme de façon à

préserver le caractère indépendant de la COI et à mieux respecter ses Statuts.

34.1 **La Directrice générale** remercie l'observatrice pour le Portugal d'avoir attiré l'attention sur ce point et déclare qu'elle prend note de ses commentaires. Elle admet que l'organigramme peut prêter à confusion et rappelle que la COI n'est pas soumise au Secteur des sciences exactes et naturelles.

34.2 Continuing in English, responding to the comments of the representatives of Saint Kitts and Nevis, Trinidad and Tobago and others, the Director-General stressed the importance that she continued to attach to the Slave Route project and the pedagogical use of the *General History of Africa*, as well as to related issues, such as the Silk Roads, irrespective of where they figured in the priorities set by the Executive Board at its fifth special session in July 2013. They were at the heart of UNESCO's mandate with respect to the dialogue among civilizations and cultures, human rights, human dignity, memory, history and the present-day world. If evidence were needed of the Organization's deep attachment to those projects, it could be seen in its efforts over the previous two years to raise extrabudgetary resources for them, or in its work to design the permanent memorial in honour of the victims of slavery and the transatlantic slave trade to be erected at United Nations Headquarters in New York. The concerns expressed were understandable, but it was a question of perception rather than of substance. Boggled down in a discussion on the technicalities of what constituted a unit or section, Board Members risked losing sight of what really mattered. She would continue to strive, with the same degree of conviction, to ensure that UNESCO delivered on its commitment to the projects and ensure their visibility.

34.3 On the staffing of the UNESCO Office in Kingston, the situation was indeed regrettable, but the focus had been on how the Organization's expertise could best be distributed across the globe. It was important to bear in mind, however, that Latin America and the Caribbean was the only region with three regional offices supporting the national and cluster offices, including the Office in Kingston, in the field of education (Santiago de Chile), the sciences (Montevideo, Uruguay), and culture (Havana, Cuba). As for the solution, secondment was a possible option, as suggested by the representative of Saint Kitts and Nevis, and she invited the middle-income countries in the subregion with the necessary expertise to consider providing such assistance. Intersectoral synergies, as suggested by the representative of Trinidad and Tobago, could also help to improve delivery and change the Organization's culture and ways of working in the field. One idea might be to have an international programme officer with responsibility for two sectors for every two or three national officers.

34.4 Another measure that she had brought up recently with her senior management team was to have more short-term assignments for programme sector staff sent from Headquarters to support field offices in providing policy advice to a government or a major project. In any event, creative thinking within the current budgetary constraints was crucial. In complete agreement with the representative of El Salvador on the complex challenges that lay ahead, in the run-up to 2015 and beyond, she assured the Board that the organizational structure proposed in document 194 EX/3 was not meant to last indefinitely. It would have to be evaluated, as indicated by the representative of Namibia, to determine whether it provided the right balance and responses in regard to the

reform both at Headquarters and in the field. For the time being, however, it provided the basic framework for the Organization to adjust to the major changes and to put its expertise into ensuring that it was equal to the challenges. All the points raised had been noted and would be taken into account in the important work of achieving those objectives.

Draft decision in document 194 EX/PLEN.DR.3.1

35. **Mr Sudders** (United Kingdom), drawing attention to the draft decision submitted by the United Kingdom and contained in document 194 EX/PLEN/DR.3.1, said that it was simply a procedural text stating that the Board had taken note of the information provided by the Director-General, and making up for the fact that no such decision was proposed in document 194 EX/3.

36. **Mme Ossakedjombo-Ngoua Memiaghe** (Gabon) souhaite amender le projet de décision pour qu'il tienne compte des observations formulées au cours de la séance au sujet du document 194 EX/3. À cet effet, elle propose d'ajouter, à la fin du deuxième paragraphe, le membre de phrase suivant : « et prenant en considération les observations faites par les États membres visant à une présentation organisationnelle équilibrée dans les secteurs culture, sciences exactes et naturelles, COI, communication et information », et suggère de poursuivre par les nouveaux paragraphes ci-après : « Notant les conclusions contenues dans le rapport du Groupe préparatoire sur ce sujet ; Félicite la Directrice générale et tout le Secrétariat pour la présentation sur les modifications de la structure organisationnelle ; Décide que la structure au Département culture portera le nom de section ; Prie la Directrice générale de rendre compte à la 195^e session de l'évolution de la structure organisationnelle ».

37. **Mme Faxas** (République dominicaine) propose de mentionner au paragraphe 2 les résultats du débat très riche qui a eu lieu au sujet du document considéré, qui aborde plusieurs questions méritant d'être approfondies.

38. **Ms Mufti** (Pakistan) suggested that paragraph 1 of the text proposed by the United Kingdom should also cite documents 194 EX/3 Corr. and Add. As to the version of paragraph 2 proposed by the representative of Gabon, she cautioned against entering into the detail of the debate as it could lead to an endless listing of observations. The paragraph should accordingly be amended to read: "Takes note of the information contained therein and the debate that took place thereon." The rest should be deleted because the debate had not been concluded and would continue at the next session of the Board.

39. **M. Fazelly** (Afghanistan) appuie la proposition de la représentante du Pakistan visant une plus grande concision, tout en soulignant qu'il faut tenir compte du débat très riche qui a été mené, et notamment des conclusions tirées par la Directrice générale au sujet de la réforme. En conséquence, il suggère d'approuver le travail de réforme effectué par la Directrice générale et de prier celle-ci de poursuivre cet effort en associant davantage

encore les États membres, et de faire rapport à ce sujet à la session suivante du Conseil en vue de la formulation de conclusions définitives.

40. **M. Seddoh** (Togo) suggère d'ajouter le Secteur de l'éducation au paragraphe 2, aux côtés des autres secteurs.

41. **Mr Dantas** (Brazil) endorsed the amendment suggested by the representative of Pakistan. Should the Board decide to retain the text proposed by Gabon, however, the paragraph order, among other things, would need rearranging: the one noting the conclusions of the Preparatory Group report, for instance, was not an operative, but a preambular paragraph.

42. **Ms Kadare** (Albania) endorsed the amendments proposed by the representative of Pakistan. As it made no sense for the Board to take note of its own debates, however, paragraph 2 should be further amended to read: "Takes note of the information contained therein, and requests the Director-General to take into consideration the debates which took place at this session in order to further refine the design of the organizational structure."

43. **The Chair**, seeing no objection, took it that the Board wished to approve paragraph 2 of the draft decision, as amended.

44. *It was so agreed.*

45. **Mme Ossakedjombo-Ngoua Memiaghe** (Gabon) dit que le considérant concernant le rapport du Groupe préparatoire devrait venir immédiatement après le premier considérant « Ayant examiné le document... ».

46. **Mr Dhakal** (Nepal) requested clarification as to whether the report of the Preparatory Group should be mentioned if it had not been considered under the present agenda item.

47. **Mr Sudders** (United Kingdom), endorsing the inclusion of a reference to documents 194 EX/3 and 194 EX/3 Corr. and Add., said that the Preparatory Group had done much useful work, but that the consideration of document 194 EX/3 had not been on its agenda. The Preparatory Group had considered items referred to the commissions, not to the Board; the paragraph citing its report should therefore be removed. All of the remaining text after paragraph 2 should also be deleted.

48. **The Chair** said that, in the absence of any objection, he would take it that the Board wished to adopt, as amended, the draft decision presented in document 194 EX/PLEN/DR.3.1.

49. *It was so decided.*

50. **Mme Ossakedjombo-Ngoua Memiaghe** (Gabon) insiste sur le fait qu'il a bien été question de la structure organisationnelle au cours des travaux du Groupe préparatoire, mais, dans un souci de compromis, elle ne demande pas de nouvelles modifications du projet de décision.

The meeting rose at 1.15 p.m.

SEVENTH MEETING

Tuesday 15 April, 10.15 a.m. – 12.55 p.m.

Chair: Mr Amr (Egypt)

1. The Chair recalled that it was customary that only representatives of the Member States of the Executive Board, accompanied by, at most, two alternates, could participate in private meetings, as well as members of the Secretariat directly involved with the items under discussion.

*The meeting was suspended at 10.16 a.m.
and resumed at 10.25 a.m.*

PRIVATE MEETINGS (continued)

Announcement concerning the private meeting held on Tuesday 15 April 2014

2. **The Secretary** *in extenso*:

At the private meeting held today, the Executive Board considered item 19 of its agenda.

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.

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.

The Executive Board, *having taken note* of the Committee's report, *endorsed* the wishes expressed therein.

ADOPTION DES PROJETS DE DÉCISION RECOMMANDÉS AU CONSEIL EXÉCUTIF

Comité sur les conventions et recommandations (CR) : rapport et projets de décisions recommandés au Conseil exécutif (194 EX/33)

Point 20 : Méthodes de travail du Comité sur les conventions et recommandations (194 EX/20)

Projet de décision figurant au paragraphe 10 du document 194 EX/33

3.1 **Mme Chatardová** (République tchèque)
(Présidente du Comité sur les conventions et recommandations – CR) *in extenso* :

Chers collègues, à sa 192^e session, le Conseil a décidé de créer un groupe de travail chargé de faire des propositions pour améliorer les méthodes de travail du Comité sur les conventions et recommandations. Pendant la session qui vient de s'achever, le Comité a, d'une part, souligné l'importance de l'examen du point 20 et, d'autre part, estimé qu'il était primordial que ce groupe de travail soit bien préparé en amont, notamment pour que tous les États membres de l'UNESCO soient informés suffisamment à l'avance pour pouvoir participer à ses travaux en tant qu'observateurs, comme prévu dans la décision du Conseil exécutif qui l'a mis en place (décision 192 EX/19).

3.2 Le Comité a donc décidé d'avoir un échange de vues sur les questions devant être examinées par le groupe de travail afin d'identifier les thèmes qu'il abordera à la prochaine session et dont la liste non exhaustive figure au paragraphe 7 du rapport. Le Comité a également discuté de la présidence du groupe et de la date de sa

réunion. Le groupe de travail, qui élira son président et adoptera son propre ordre du jour, se réunira la veille de la prochaine réunion du Comité. Vous trouverez le projet de décision correspondant au paragraphe 10 du rapport du Comité (document 194 EX/33).

4. **The Chair** thanked the Chair of the CR Committee and asked whether any Member States wished to take the floor on the draft decision in paragraph 10 of document 194 EX/33. Seeing no objections, he considered that the Board wished to adopt the decision.

5. *It was so decided.*

Point 21 : Application des instruments normatifs (194 EX/21)

Projet de décision figurant au paragraphe 19 du document 194 EX/33

6.1 **Mme Chatardová** (République tchèque)
(Présidente du Comité sur les conventions et recommandations – CR) *in extenso* :

Chers collègues, depuis la 179^e session du Conseil exécutif, le Comité CR a décidé d'examiner à chacune de ses sessions les mesures prises par le Secrétariat pour l'application des conventions et recommandations de l'UNESCO dont le Conseil exécutif est chargé d'assurer le suivi et ce, conformément aux procédures adoptées en 2005.

6.2 En présence des secteurs concernés, le Comité a examiné le vendredi 4 avril le document contenant, d'une part, un état des ratifications des conventions dont le CR s'occupe du suivi, et d'autre part, un rapport sur les mesures prises par les secteurs pour mettre en œuvre les procédures sur le suivi de l'application de ces conventions et des recommandations. Au cours du débat, le Comité a obtenu des informations complémentaires de la part du Secrétariat, en particulier du représentant du Secteur de l'éducation à propos de la Convention et de la Recommandation de 1960 concernant la lutte contre la discrimination dans le domaine de l'enseignement, ainsi que du représentant du Secteur de la communication et de l'information à propos de la Recommandation de 2003 sur la promotion et l'usage du multilinguisme et l'accès universel au cyberspace.

6.3 Les membres du CR ont estimé que les informations contenues dans le document de travail 192 EX/21 ne leur permettaient pas d'engager un débat constructif. Ils ont décidé de recommander au Conseil de reprendre l'examen de ce point à sa prochaine session et de demander qu'un nouveau document leur soit présenté compte tenu de leurs observations. En outre, ils ont estimé essentiel qu'à chaque session, les représentants des secteurs fassent au Comité une présentation orale sur le suivi de chaque instrument normatif. Vous trouverez le projet de décision correspondant au paragraphe 19 du rapport du Comité (document 194 EX/33).

7. **The Chair** thanked Ms Chatardová and asked whether any Member States wished to take the floor on the draft decision in paragraph 19 of document 194 EX/33. Seeing no objections, he considered that the Board wished to adopt the decision.

8. *It was so decided.*

9. **The Chair** expressed his gratitude to Ms Chatardová for her excellent chairship and able leadership, under which the CR Committee had achieved excellent results. He also thanked the members of that Committee for their excellent work.

Item 2: Approval of the summary records of the 192nd and 193rd sessions (192 EX/SR.1-10 and 193 EX/SR.1-2)

10. The Chair recalled that, on Monday 7 April 2014, the Executive Board had agreed to suspend paragraph 3 of Rule 23 of the Rules of Procedure of the Executive Board, which stated that “*At the beginning of each session the Board shall approve the summary records of the public meetings of the previous session*”, in order for the Board to approve the summary records with any corrigenda indicated by Member States at the end of that session. Those documents had been distributed to the Members of the Executive Board for verification, as well as to the representatives of Member States who were no longer Members of the Executive Board, but who were directly concerned by the records, with a request that any modifications be provided to the Secretariat of the Executive Board before close of business on Friday 11 April 2014. One modification to the summary records of the 193rd session had been submitted by a Board Member, and this change would be reflected in the online version of the document concerned. Seeing no objections, he took it that the Board wished to approve documents 192 EX/SR.1-10 and 193 EX/SR.1-2.

11. *It was so decided.*

Finance and Administrative Commission (FA): report and draft decisions recommended to the Executive Board

Item 4.II: Budgetary situation of the Organization for 2012-2013 (36 C/5) as at 31 December 2013 (unaudited), budget adjustments arising from donations and special contributions received and Management Chart for programme execution in 2012-2013 (unaudited) (194 EX/4 Part II, 194 EX/4.INF.2, 194 EX/4.INF.3, and 194 EX/PG.INF)

Draft decision in para. 2 of document 194 EX/34

Item 5: Follow-up to decisions and resolutions adopted by the Executive Board and the General Conference at their previous sessions

Item 5.II: Management issues – Publication and distribution plan 2014-2015 (194 EX/5 Part II)

Draft decision in para. 3 of document 194 EX/34

Item 5.III: Human resources issues – Annual report (2013) by the International Civil Service Commission (ICSC): report by the Director-General; Feasibility study on introducing a new health insurance scheme; Staff movements (appointments, transfers, redeployments) and separations (194 EX/5 Part III and Addenda, 194 EX/3 and Add. and Corrigenda)

Draft decision in para. 4 of document 194 EX/34

Item 17: Category 2 institutes and centres

Item 17.I: Report on category 2 institutes and centres (194 EX/17 Part I)

Draft decision in para. 5 of document 194 EX/34

Item 17.III: Modification of the agreement between the Federal Republic of Germany and UNESCO for the establishment in Germany of the International Centre on Water Resources and Global Change (194 EX/17 Part III)

Draft decision in para. 6 of document 194 EX/34

Item 17.IV: Renewal of the agreement between the Republic of Peru and UNESCO concerning the Regional Centre for the Safeguarding of the Intangible Cultural Heritage of Latin America (CRESPIAL) (194 EX/17 Part IV)

Draft decision in para. 7 of document 194 EX/34

Item 17.V: Revised agreement for the establishment in Sri Lanka, of the South Asian Centre for Teacher Development (194 EX/17 Part V)

Draft decision in para. 8 of document 194 EX/34

12.1 **Mr Sudders** (United Kingdom) (Chair of the Finance and Administrative Commission – FA) *in extenso:*

Mr President of the General Conference, Mr Deputy Director-General, distinguished Members of the Executive Board, dear colleagues, it gives me great pleasure to submit to this plenary meeting of the 194th session of the Executive Board the report on the work of the Finance and Administrative Commission (FA), the first of the biennium. At the outset, I would like to express my sincere appreciation to the Preparatory Group and its Chairperson, H.E. Ambassador Gisele Ossakedjombou-Ngoua Memiaghe (Gabon), for their contributions to this report through their recommendations, particularly on item 4.III.

12.2 Mr Chair, dear colleagues, the FA Commission examined a total of three items and took seven decisions in the course of one day. The list of these draft decisions can be found in paragraph 1 of document 194 EX/34, and I would like to propose that they be adopted globally by the Executive Board.

12.3 With your permission I shall proceed to highlight only the most critical elements of our debate. The Commission first considered item 4.II concerning the budgetary situation of the Organization for 2012-2013 (36 C/5) as at 31 December 2013 (unaudited), budget adjustments arising from donations and special contributions received, and the Management Chart for programme execution in 2012-2013 (unaudited). In discussing this Item, members noted the growing role of extrabudgetary resources in comparison with available funds under the regular programme, and expressed their concern that many programmes are relying entirely on voluntary contributions. Members emphasized the need for a coherent and transparent approach to extrabudgetary cooperation, including on the aspect of “cost recovery”, to ensure full alignment with the C/5 and C/4 documents approved by the governing bodies. The low expenditure rate on extrabudgetary funds was also a matter of concern. We have a problem here, and we cannot on the one hand ask for and wish for more extrabudgetary funds, and on the other hand not be able to use them optimally. Strengthened planning, implementation and monitoring are imperative, and we, as the Board, must play our part in the review and monitoring.

12.4 Mr Chair, clarifications were sought on the use of the Emergency Fund and its balance, and herein we learnt that the balance currently stands at \$8 million and will fund transition costs arising in the implementation of the \$507 million expenditure plan.

12.5 In discussions, it was also pointed out that the list of in-kind contributions from Goodwill Ambassadors was not complete. This is not very good will towards the Goodwill Ambassadors!

12.6 Mr Chair, unsurprisingly, concern was also expressed regarding unpaid assessed contributions and measures aimed at improving payment rates. It is to be noted that the Commission appreciated the fact that the Organization closed the biennium without a cash-flow deficit and with the Working Capital Fund fully restored.

12.7 Mr Chair, you will be pleased to note a consensus around the draft resolution submitted by all Members of the Bureau of the Executive Board, Chairpersons of the permanent commissions and the Chairpersons of the Special Committee, the Committee on Conventions and Recommendations (CR) and the Committee on Non-Governmental Partners (NGP), related to the continuing need for the governing bodies to be run in a cost-effective manner. In this context, a concern was raised as to the cost of extended sessions. Having fewer days of meetings but with very long sessions, or an additional day of meetings: which is the most cost-effective? That is an important question.

12.8 The Commission also considered item 5 concerning the follow-up to decisions and resolutions adopted by the Executive Board and the General Conference at their previous sessions. In considering item 5.II on management issues, the Commission first discussed the publication and distribution plan for the biennium. It was noted that the Secretariat had not provided sufficient information on the costs and staff involved, on the revenues generated by this activity, and on the impact of UNESCO publications. It was agreed that UNESCO's visibility would be best served by ensuring high quality publications. Mr Chair, some concern was expressed over the discontinuation of a number of flagship publications. Herein it was, of course, understood that there are financial constraints which limit the options available to UNESCO. On the specific matter of UNESCO Courier (one of the few publications that Nelson Mandela had access to whilst in prison), it was noted that, despite the financial difficulties, the Secretariat is still looking for alternatives to publish it once again. On the publication "Museum International", it was noted that it continues to be published, although not directly under UNESCO auspices. It was also felt that UNESCO's commitment to multilingualism should be reaffirmed through publications in all languages. The importance of continuing to make print copies available for some parts of the world was emphasized, as Internet access is still far from universal. Finally, with regard to the distribution of publications, Member States themselves felt that it was important that, while digital copies should be privileged, Members must retain the option of receiving printed copies on request.

12.9 In debating item 5.III concerning human resources issues, the importance of ensuring that the Organization's staffing is in line with the Organization's requirements was underlined. It was particularly emphasized that field offices, especially in Africa, should be adequately staffed. The importance of staff training, notably in the context of the redeployment of personnel, was also underlined. While the Commission duly noted the statistical information provided by the Secretariat, a gender breakdown was requested, particularly in order to determine the number of women who have left the Secretariat under the Voluntary Mutual Separation Scheme.

12.10 Mr Chair, dear representatives, your particular attention is called to the following. On the issue of restructuring costs, the Commission learnt from the Secretariat that the total estimated cost of restructuring is \$28.4 million, of which: \$8.4 million related to the voluntary

mutual separation programmes in 2011 and 2013; \$0.7 million to the voluntary mutual separation programme in March 2014; \$9.2 million to termination payments linked to the abolished occupied posts; and \$10.1 million to 8 months' salaries for those posts which were not budgeted in the 37 C/5. In addition, another \$12 million of unfunded costs have been identified, composed of \$8.1 million already identified in the 37 C/5 expenditure plan and \$3.9 million identified during the review of the field network in order to preserve the Organization's capacity to deliver in the field. Consequently, the total funding gap identified is around \$40 million, and will be financed as follows: \$15 million from the 36 C/5, \$3 million from institutes and other proprietary funds, \$8 million from the current balance of the Emergency Fund and \$10 million of savings on current vacant posts. This leads to a net funding gap of around \$5 million which should be absorbed in savings and cost reductions in order to end the biennium without a deficit. Mr Chair, as per the song played at the opening session of the FA Commission whilst we were awaiting quorum, money makes the world go round.

12.11 On a separate note, clarifications were also sought about the feasibility study of a new health insurance scheme. The feasibility study was requested for this session. It was not able to be delivered and, while it was being tendered, it became clear that the job was larger than expected, and that the International Civil Service Commission (ICSC) was beginning to consider the same issue. With this in mind, the study was delayed until at least the next session. Member States highlighted the urgency of the situation and were clear that we cannot wait forever.

12.12 On the requested clarifications related to staff movements before the restructuring exercise, it was noted that all recent staff movements have been taken in accordance with the Staff Regulations and Staff Rules. It should be stressed that the Commission duly heard the comments of both staff associations and the floor was given to staff association representatives on items 3 and 5.III as agreed by the Bureau of the Executive Board and the plenary.

12.13 The Commission also considered item 17 "Category 2 institutes and centres". In discussing item 17.I concerning the report on category 2 institutes and centres, the classification "non-operational" of certain institutes and centres was queried, and it was noted that the Secretariat had taken a cautious approach in determining whether or not a centre or institute was operational, in keeping with the integrated comprehensive strategy for category 2 institutes and centres. Members also noted that two of the institutes and centres listed by the Secretariat now had their agreements proposed for approval by the Board. More of this in a moment.

12.14 Dear colleagues, the following two parts of item 17 were subsequently examined without debate: item 17.III concerning the modification of the agreement between the Federal Republic of Germany and UNESCO for the establishment in Germany of the International Centre on Water Resources and Global Change; and item 17.IV concerning the renewal of the agreement between the Republic of Peru and UNESCO concerning the Regional Centre for the Safeguarding of the Intangible Cultural Heritage of Latin America (CRESPIAL). In both items 17.III and 17.IV, the Commission decided to authorize the Director-General to sign the proposed agreements.

12.15 Item **17.V**, concerning the revised agreement for the establishment in Sri Lanka of the South Asian Centre for Teacher Development, gave rise to lively discussion over the Centre's autonomy under the proposed agreement. It was noted that the information requested by the Secretariat had arrived after the publication date of the document under examination. As we always try to do in the FA Commission, a compromise was achieved which allows the Director-General to sign the proposed agreement, subject to receiving assurances in writing from the host country.

12.16 Mr Chair, dear colleagues, I have now come to the end of my oral presentation, and as I informed you earlier, the draft decisions recommended are in document 194 EX/34. With your permission, I would like to express my gratitude to those who contributed to the success of our work. Let me start by thanking you, Mr Chair, for your support in the preparation and work of our Commission. I would also like to thank the Director-General, the Deputy Director-General, the Assistant Director-General for Strategic Planning (ADG/BSP), the Director of Human Resources Management (HRM), the Chief Financial Officer, the acting Director of the Internal Oversight Service (IOS), and the other colleagues of the Senior Management Team who provided us with the necessary input and clarifications to carry out our work effectively; the Secretariat of the Governing Bodies (GBS) team, including particularly Ms Karima Bekri and her colleagues for their support as ever; the interpreters, translators, on-screen typists and document production unit, room clerks and technicians, all of whom we depended on entirely for the smooth functioning of our work, and I am particularly grateful to the technicians for their efforts on the clock and the music; and finally, the Secretary of the FA Commission, Mr Sachin Bhatt and his team – Eunice Ong, Alexandre Deganis and Juan Frias-Velatti. Dear colleagues, thank you for your attention and I am at your disposal to answer any questions you may have.

13. **The Chair** thanked the Chair of the FA Commission for his report, and reminded Board Members 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 a Board Member requested that a specific decision be adopted separately. If members wished to submit changes of a purely editorial nature, they should address them to the Secretary of the Executive Board, who would ensure that they would be taken into account by a professional editor. Members might request that a draft decision be adopted separately, but it was not the time for proposing amendments. He understood that a consensus had been reached in the FA Commission relative to its draft decisions, and asked the Members if they wished to request that any draft decisions be adopted separately. Seeing no such requests, he took it that the Board wished to adopt the entire set of draft decisions contained in document 194 EX/34.

14. *It was so decided.*

15. **The Chair** complimented Mr Sudders on his outstanding work as the Chair of the FA Commission, and in particular for finishing ahead of schedule.

Joint meeting of the PX and FA Commissions: report and draft decisions recommended to the Executive Board

Item 4.III: Follow-up to the Independent External Evaluation (IEE), and the implementation of the roadmap (194 EX/4 Part III; 194 EX/4.INF.; 194 EX/PG.INF)

Draft decision in para. 2 of document 194 EX/36

Item 4.IV : State of progress of the reform of the field network (194 EX/4 Part IV and Add.; 194 EX/PG.INF)

Draft decision in para. 3 of document 194 EX/36

Item 7 : Proposals for revision of the Statutes of the UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC) (194 EX/7)

Draft decision in para. 4 of document 194 EX/36

Item 13 UNESCO Prizes

Item 13.I: Revised strategy (194 EX/13 Part I Rev. and Corr.)

Draft decision in para. 5 of document 194 EX/36

Item 13.II: Renewal of the UNESCO-King Sejong Literacy Prize for the Promotion of Literacy in Multilingual Contexts (194 EX/13 Part II)

Draft decision in para. 6 of document 194 EX/36

Item 13.III : Renewal of the L'ORÉAL-UNESCO Prize "For Women in Science" and revision of the Statutes of the Prize (194 EX/13 Part III)

Draft decision in para. 7 of document 194 EX/36

Item 15: Evaluation of UNESCO's association with the celebration of anniversaries (194 EX/15 and 194 EX/PG.INF)

Draft decision in para. 8 of document 194 EX/36

Item 18: Medium-Term Strategy for 2014-2021 (194 EX/18 and Corrigenda and 194 EX/PG.INF)

Draft decision in para. 9 of document 194 EX/36

Item 22: Internal Oversight Service (IOS): annual report 2013 (194 EX/22 and 194 EX/PG.INF)

Draft decision in para. 10 of document 194 EX/36

Item 23 New audits by the External Auditor

Item 23.I : Audit of the UNESCO Cluster Office in Moscow to Armenia, Azerbaijan, Belarus, Republic of Moldova and the Russian Federation (194 EX/23 Part I and Corr. and 194 EX/23.INF)

Draft decision in para. 11 of document 194 EX/36

Item 23.II: Audit of the UNESCO Regional Bureau for Education in the Arab States and Cluster Office in Beirut (194 EX/23 Part II and 194 EX/23.INF.2)

Draft decision in para. 12 of document 194 EX/36

Item 23.IV: Audit of the management of UNESCO Headquarters premises (194 EX/23 Part IV)

Draft decision in para. 13 of document 194 EX/36

Item 25 Draft memorandum of understanding between UNESCO and the King Abdullah Bin Abdulaziz International Centre for Interreligious and Intercultural Dialogue (KAICIID) (194 EX/25 Rev.)

Draft decision in para. 14 of document 194 EX/36

Item 30 The role of foresight and evaluation in UNESCO's new programmatic and strategic context (194 EX/30 and Add. and 194 EX/DG.INF)

Draft decision in para. 15 of document 194 EX/36

16.1 **Mr Sudders** (United Kingdom) (Chair of the Finance and Administrative Commission – FA)
in extenso:

Mr President of the General Conference, Mr Deputy Director-General, Excellencies, dear colleagues, 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 Muñoz Ledo (Mexico). We considered nine items in three meetings from Thursday 10 to Friday 11 April 2014, with an extended meeting on Thursday evening. Four items had been discussed extensively by the Preparatory Group, whose recommendations were recalled during the examination of these items. I would, therefore, like to express once again my sincere appreciation to the Preparatory Group and its Chairperson, H.E. Ambassador Gisele Ossakedjombo-Ngoua Memiaghe (Gabon). My oral report on the items I had the honour of chairing will attempt to be as brief as possible, based on some of the highlights that we wish to bring to your attention. My intervention will be followed by the intervention of Ambassador Muñoz Ledo on the items he chaired. Paragraph 1 of document 194 EX/36 containing the list of the draft decisions recommended by the PX and FA Commissions. At the end of our joint report, Mr Chair, we would like to propose that the Executive Board globally adopts the draft decisions in document 194 EX/36.

16.2 We will begin with item **13**. In examining item **13.I** concerning the revised strategy on prizes, the FA and PX Commissions welcomed the document and took note of the information provided concerning the Avicenna Prize for Ethics in Science, wherein it was clarified that the recent non-payment of the relevant contribution was due to difficulties with bank transfers and that, while funds were available, the utmost was being done by the Member State to transfer them to UNESCO.

16.3 Item **13.II**, concerning the renewal of the UNESCO-King Sejong Literacy Prize for the Promotion of Literacy in Multilingual Contexts, did not give rise to considerable debate, but the Prize's important role in encouraging mother tongue education in multilingual contexts was underlined.

16.4 In discussing item **13.III**, regarding the renewal of the L'ORÉAL-UNESCO Prize "For Women in Science" and revision of the Statutes of the Prize, members expressed their appreciation of the Prize. The commissions were also reminded that, although "special", the moral value of a prize was more important than its monetary value.

16.5 Dear colleagues, item **15** on the evaluation of UNESCO's association with the celebration of anniversaries had been discussed by the Preparatory Group, but still gave rise to a spirited debate in the joint meeting. It was agreed that there was a serious gender and geographical imbalance in the celebration of anniversaries to the detriment of women and of Africa and

Arab States. It was also agreed that the cost of this programme, determined by the Internal Oversight Service (IOS) to be between \$1.5 million and \$2.2 million, was significant. As a result of the deficiencies in the programme, it was felt by some that the programme could be discontinued as the sums directly or indirectly involved could be best spent on priority programmes. Others, however, felt that the anniversaries programme was an important mechanism for enhancing UNESCO's visibility and formed part of its humanistic mandate. These members favoured the establishment of a working group tasked with identifying the challenges the programme faces and making proposals. A consensus decision was finally reached whereby the Secretariat is being tasked with drafting proposals for a new framework, selection criteria and modalities for the programme to be presented at the next session of the Executive Board and to be approved together with proposals for anniversaries for the 2016-2017 biennium at the 38th session of the General Conference. It was underlined that the cycle for anniversary applications was not to be interrupted but would be delayed. There will be no impact on the programme and there will not be a "lost biennium".

16.6 Item **22** concerning the Internal Oversight Service (IOS) annual report 2013 had also been discussed by the Preparatory Group, and was considered by the joint meeting without debate. During the discussion of the draft decision, it was felt that a working group of States Parties should be established to address recommendations of relevance across all culture conventions covered by the IOS evaluation of standard-setting work for the Culture Sector, and if the establishment of such a working group was not possible, there should be an information meeting instead. Mr Chair, on a general note, we do seem to be getting fond of establishing working groups, and a number of them have been proposed this time round. Needless to say, they have cost and time implications, especially in the current financial and budgetary context, when we need to be getting on with programme delivery and utilizing the existing governance mechanisms to the extent possible.

16.7 Item **4.III** concerning the follow-up to the independent external evaluation of UNESCO (IEE), and the implementation of the roadmap, which had also been discussed by the Preparatory Group, was also considered without prior debate. In examining the decision, however, an issue was raised with regard to Strategic Direction 4, with one member suggesting the inclusion of a specific reference in the draft decision that the Director-General be invited to facilitate the implementation of the self-assessment of all governing bodies as requested in the respective decision of the Executive Board at its 192nd session and the 37 C/Resolution 96. I will come back to this point when we get to the External Auditor. Members also decided that, in future draft decisions, the Secretariat should not restrict itself to recalling the reference numbers of completed strategic directions and roadmap targets. For the sake of clarity, Members request that the Secretariat also give these their respective titles. On a concern expressed regarding the need to continue separate reporting, i.e. in the current format, whilst a previous decision of the Board was recalled on the closure of specific IEE and roadmap reporting, assurances were given that reporting on open action items would continue in the most appropriate format.

16.8 On item **4.IV**, concerning the state of progress of the reform of the field network, which had been also discussed by the Preparatory Group, queries were once again raised concerning the oversight and quality control

from Headquarters for the programme delivery in the field and the respective roles of the various players, such as programme sectors, the Bureau of Strategic Planning (BSP), the Africa Department and the field offices themselves, within the new accountability and responsibility framework. The underlying rationale for the allocation of staff and financial resources to the field offices across the five major programmes was also questioned, and with it a query on whether a common guiding principle existed for resource allocation. The commissions noted that it was now the Assistant Director-Generals (ADGs) of the programme sectors and Directors of field offices who would determine the programme to be implemented in a particular region. While the ADGs retain control of the overall accountability for the programme and quality control, it is field offices' Directors who are in charge of programme design, implementation and direct supervision of the staff. The creation of one single entry point in BSP to address the previous lack of attention and coherence in dealing with various requests from field offices, also with a view to the performance assessment of Directors of multisectoral regional offices, with inputs from all major programmes, was noted. With regard to the reporting lines for the Africa region, it was noted that BSP was working closely with the Africa Department. The latter is serving as the overarching coordinator for the six Africa flagship programmes in collaboration with the programme sectors, which contribute human and financial resources for their implementation. Moreover, it was noted that field office Directors were designated to take responsibility for the coordination of specific flagship programmes. Concerning the decentralization of resources, the need for a more coherent decentralization policy applicable to all sectors, with criteria for resource allocation, was acknowledged. Among other matters, the principal issues highlighted were the need to guarantee the visibility and the efficiency of UNESCO's presence in the field, the application of lessons learnt from the Africa region reform, and the need to safeguard functions originally planned to be handled by the now suspended administrative platform in Addis Ababa.

16.9 I now move on to item **23** "New audits by the External Auditor". In examining items **23.I** "Audit of the UNESCO Cluster Office in Moscow to Armenia, Azerbaijan, Belarus, Republic of Moldova and the Russian Federation" and **23.II** "Audit of the UNESCO Regional Bureau for Education in the Arab States and Cluster Office in Beirut", it was noted that, as regards the Cluster Office in Moscow and its protracted closure, an official communication had been sent to the host country on the closure of the office as well as the need for a revision of the formal agreement, which would include a future strategic focus in the region on education for all (EFA) through the UNESCO Institute for Information Technologies in Education (IITE). As for the Beirut Office, serious concern was also expressed as to the means provided to the office to achieve their leading and crucial role on the matter of education in the region. Mr Chair, the commissions also noted that the Secretariat would do its utmost to ensure that the performance agreements of field office Directors were finalized by the end of this calendar year.

16.10 And, finally, concerning item **23.IV** on the audit of the management of UNESCO Headquarters premises, principally, regret was expressed that the Headquarters Committee and the External Auditor had not held a meeting prior to the finalization of the audit. It is to be noted that the External Auditor has been invited to continue this important study. All the operational, technical

and financial issues of this audit were to be covered in the Headquarters Committee meeting, which will take place just after this session of the Executive Board.

16.11 Mr Chair, in the presence of the External Auditor, the commissions also agreed to the request of the World Heritage Convention General Assembly in its resolution 19 GA 9 (paragraph 12), in which it requested "*the External Auditor to make a progress report on the implementation of the recommendations on the Global Strategy to be presented to the World Heritage General Assembly at its 20th session in 2015.*" As this meets with the agreement of both Commissions, and through them the Executive Board, which can give such a mandate to the External Auditor, and as the External Auditor agrees the same, I state for the record that the World Heritage Convention resolution shall be implemented.

16.12 Also, Mr Chair, in the context of the audit of governance which the External Auditor is undertaking and which he will conduct and centralize, a concern or request was put forward in the joint meeting of the Commissions for the Secretariat to facilitate the implementation of the self-assessment by all governing bodies, inter-governmental programmes, committees and organs established by the Convention as requested at the 37th session of the General Conference.

16.13 Mr Chair, I have come to the end of my section of the oral report. May I express my sincere thanks to the Temporary Chair, H.E. Ambassador Robert Zeldenrust (Netherlands), for having accepted the task of being Temporary Chair and for having steered the decision-making process on the reform of the field network.

(The speaker continued in Spanish)

16.14 Por último, ha sido un honor y un privilegio de copresidar esta sesión con el Embajador Muñoz Ledo (México). Con su permiso, señor Presidente, voy a pasar ahora la palabra a él.

(16.14) Finally, it has been an honour and a privilege to co-chair this joint meeting with H. E. Ambassador Muñoz Ledo (Mexico). With your permission, Mr Chair, I will now give him the floor.

17.1 **Mr Muñoz Ledo** (Mexico) (Chair of the Programme and External Relations Commission – PX) *in extenso*:

Mr Chairman of the Executive Board, representative of the Director-General, dear colleagues, ladies and gentlemen, I have the honour to present to you the results of the work of the joint meeting of the Programme and External Relations (PX) and Finance and Administrative (FA) Commissions of the Executive Board of UNESCO, which I co-chaired with my esteemed colleague, His Excellency Ambassador Matthew Sudders (United Kingdom). My report will cover the debates and issues concerning the four items which I chaired.

17.2 The joint meeting examined item **30** on the role of foresight and evaluation in UNESCO's new programmatic and strategic context. Fifteen members took the floor on this item. In her introduction, the representative of the Dominican Republic emphasized that, in view of the increasing number of global risks and challenges, the capacity for global anticipation and foresight becomes an increasingly strategic component in elaborating, implementing and monitoring policies at all levels. The members stressed the need for strengthening the Organization's foresight dimension in all its fields of competence, in order to nourish strategic decisions and planning. Some speakers underlined the intersectoral

character of foresight, while others recalled the leading role of UNESCO in bringing new ideas and fostering intellectual cooperation. Highlighting the links that foresight establishes between the Medium-Term Strategy and evaluation, two members stated that evaluation would be more relevant if it focused on impact and was not limited to performance indicators, also with respect to the continuation or termination of programmes and activities. Several representatives asked that the results of foresight and evaluation be included in the EX/4 document in its new form. The representative of the Director-General recalled that, following in-depth discussion at the Executive Board and the General Conference, foresight was included as part of the social transformations activities of the Social and Human Sciences (SHS) Sector in document 37 C/5 Approved, while it remained an ongoing task of all programme sectors for their programme planning. He also pointed out that the Internal Oversight Service (IOS) was evaluating programme implementation and impact and clarified that evaluation and prospective were different parts of the programme planning cycle. On this item, the joint meeting of the PX and FA Commissions recommended the draft decision as included in paragraph 15 of the written report.

17.3 The joint meeting then examined item 18 on the Medium-Term Strategy for 2014-2021. Eight members took the floor in the debate. The majority of the speakers expressed appreciation for the revised version by the Secretariat complying with the decisions of the Executive Board and General Conference. Several members welcomed the opportunity provided by the Preparatory Group to amend the content of the document and suggested that lessons be learned from the overall drafting process of the Strategy. One member objected to the definition of “modality of implementation” applied to the UNESCO Intergovernmental Oceanographic Commission (IOC). Likewise, there was one objection to the deletion of the *World Water Development Report* and the Global Ocean Observing System (GOOS), both of which UNESCO undertakes on behalf of the United Nations system. The representative of the Director-General clarified that the corrigenda on modalities of implementation directly followed the recommendations of the Preparatory Group of the Executive Board. One representative expressed appreciation for the interdisciplinary nature of the freshwater and ocean strategies, and the scientific research-policy making interface. The inclusion of gender equality action plan II in the strategy was welcome. One Member State noted its satisfaction at the inclusion of education for sustainable development (ESD) and the insertion of sustainability science into strategic objectives 5 and 6. It was also proposed that reference to the Memory of the World Register should be retained in the text. Responding to the concern regarding the contribution of international scientific cooperation to peace, the representative of the Director-General recalled the relevant references of UNESCO's Programme of Action for a Culture of Peace and Non-Violence.

17.4 The joint meeting of the PX and FA Commissions thus recommended to the Executive Board that it adopt document 37 C/4 as it appears in documents 194 EX/18, 194 EX/18 Corr. and 194 EX/18 Corr.2, including an amendment to paragraph 55 of the document to include a reference to “geosciences”.

17.5 Ladies and gentlemen, the joint meeting examined without debate item 7 on the proposals for revision of the Statutes of the UNESCO International

Institute for Higher Education in Latin America and the Caribbean (IESALC) and recommended the draft decision contained in paragraph 4 of the written report.

17.6 As for item 25 on the draft memorandum of understanding between UNESCO and the King Abdullah Bin Abdulaziz International Centre for Interreligious and Intercultural Dialogue (KAICIID), 25 members took the floor in the debate. Austria, Spain and Saudi Arabia intervened as co-founders of KAICIID. The proposed memorandum of understanding received full support from all the speakers, who highlighted its alignment with the mission and objectives of UNESCO to enhance intercultural and interreligious dialogue for mutual understanding, tolerance, respect and peaceful coexistence. Several interventions made reference to the current global environment, where differences of cultures and religions and misunderstanding among peoples lead too often to a rise in intolerance, violent extremism and conflict. The timeliness of such an MoU was echoed, especially within the framework of the International Decade for the Rapprochement of Cultures (2013-2022). Members called for the collaboration of all Member States with KAICIID through this memorandum of understanding. The need for UNESCO to coordinate with relevant actors engaged in the field, such as the United Nations Alliance of Civilizations, was stressed. One member strongly underlined that the memorandum of understanding should have a clear focus on education. Another called for more focus on women and the youth for a culture of peace. Members referred to media as a tool for dialogue, peace and trust between cultures, civilizations and religions, and the role of media in engaging youth. On this item, the joint meeting of the PX and FA Commissions recommended the draft decision as contained in paragraph 14 of the written report.

17.7 Dear Chairperson, dear colleagues, having come to the end of my oral report, I wish to take the opportunity to express once again my sincere thanks to the distinguished members of the joint meeting of the Commissions for their support, patience and cooperation during the debates and extended sessions. I thank the Director-General who, with the help of the Assistant Directors-General, presented the joint meeting with pertinent information and documents and provided useful explanations and clarifications. Kindly let me express my gratitude to my distinguished co-Chair, H.E. Ambassador Matthew Sudders (United Kingdom), for his support and collaboration, and the efficient leadership of the debates under his chairship. Our gratitude also goes to the Temporary Chairpersons of the PX Commission, Ms Kris Rampersad, the distinguished representative of Trinidad and Tobago, and the FA Commission, Mr Robert Zeldenrust, the distinguished representative of the Netherlands, for having helped us conduct the work of the commissions whenever necessary. Let me again also thank the Chair of the Preparatory Group, H.E. Ambassador Gisele Ossakedjombo-Ngoua Memiaghe (Gabon), for the work accomplished by the Preparatory Group. I express, also on behalf of my esteemed co-Chair, my sincerest thanks to the Secretariats of both Commissions; the Secretary of the PX Commission, Ms Magdalena Landry, and the members of her team, Ms Ana Iglesias-Morel, Ms María del Mar Marcos, Mr Davide Storti, and Ms Reiko Yoshida; the Secretary of the FA Commission, Mr Sachin Bhatt and his team, Mr Alexandre Deganis, Ms Eunice Ong, and Mr Juan Frías-Velatti. I also wish to thank the technical assistants for providing their valuable assistance, the room clerks for ensuring that documents were in swift order, and

the interpreters and translators, who worked with great efficiency and endurance. Finally I would like to thank you again, Mr Chairperson, for your wholehearted support for the work of both Commissions.

18. **The Chair** thanked Mr Sudders, Chair of the FA Commission, and Mr Muñoz Ledo, Chair of the PX Commission for their excellent oral reports and the way in which they had conducted the joint meeting. He reminded Board Members 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 a Board Member requested that a specific decision be adopted separately. If Members wished to submit changes of a purely editorial nature, they should address them to the Secretary of the Executive Board, who would ensure that they were taken into account. Members might request that a draft decision be adopted separately, but it was not the time for proposing amendments. He understood that a consensus had been reached in the joint meeting of the FA and PX Commissions on their draft decisions, and asked the Board if they wished to request that any draft decisions be adopted separately.

19. **M. Al-Shatti** (Koweït) dit qu'il voudrait soulever une question concernant le paragraphe 3 du projet de décision sur le point **23.II** « Audit du Bureau de l'UNESCO à Beyrouth et Bureau régional pour l'éducation dans les États arabes ».

20. **Mr Sudders** (United Kingdom) (Chair of the Finance and Administrative Commission – FA) indicated that paragraph 3 of that resolution had been approved after much debate, saying that decisions concerning external audits were normally approved with little commentary and with few references to the audit in the decision itself. He said that an initial version of paragraph 3 discussed concerns and challenges in the Beirut office and used various adjectives to describe the situation there. It was then decided that the most appropriate wording was to express concern at the scale of the challenges facing that office and to call for it to be strengthened to deliver its mandate. He asked Kuwait what changes he wished to make, and said that, if they were purely of an editorial nature, they could be handled through the Secretary, otherwise the decision would need to be reopened separately.

21. **M. Al-Shatti** (Koweït) propose d'ajouter au paragraphe 3 « ...*et demande à la Directrice générale le renforcement...* ».

22. **The Chair** asked whether Kuwait wished to adopt the draft decision separately.

23. **Mr Sudders** (United Kingdom) (Chair of the Finance and Administrative Commission – FA) indicated that, in his view, the proposed change was of a purely editorial nature, that all decisions taken by the Executive Board were implicitly addressed to the Director-General, and that the final paragraph directly addressed the Director-General. He suggested that, if Kuwait wished to make a minor change to paragraph 3, it could be considered an editorial change and would, therefore, not require the decision to be reopened.

24. **The Chair** asked the representative of Kuwait for confirmation that Mr Sudders's proposal was acceptable and, on receiving that confirmation, took it that the Board wished to adopt the entire set of draft decisions contained in document 194 EX/36.

25. *It was so decided.*

26. **The Chair** informed members that the Programme and External Relations Commission (PX) had proposed to discuss item **31** "UNESCO at 70 and future prospects" in two parts: (a) "UNESCO: future prospects", and (b) "Celebration of the 70th anniversary of UNESCO". In order to facilitate the adoption of the PX report on that item, he took it that the Executive Board agreed with that detailed definition of item **31**. Seeing no objections, he approved the new definition of item **31** pursuant to Rule 8 of the Rules of Procedure of the Executive Board.

Programme and External Relations Commission (PX): report and draft decisions recommended to the Executive Board

Item 4: Implementation of the programme and budget and results achieved in the previous biennium (2012-2013 – 36 C/5) (Draft 38 C/3) (194 EX/4 Part I, 194 EX/4 Part I Add.Rev.2, 194 EX/4 Add.2, 194 EX/4.INF.4, 194 EX/4.INF.5, 194 EX/PG.INF)

Draft decision in paragraph 2 of document 194 EX/35
New format for EX/4 documents

Draft decision in paragraph 3 of document 194 EX/35

Item 5: Follow-up to decisions and resolutions adopted by the Executive Board and the General Conference at their previous sessions (194 EX/5.INF; 194 EX/5 Part I and Add.-Add.2)

Item 5.I: Programme issues

Item 5.I.A: Report of the United Nations University (UNU) Council and UNESCO-UNU plan of joint activities for 2014-2017 (194 EX/5 Part I, 194 EX/5.INF)

Draft decision in paragraph 4 of document 194 EX/35

Item 5.I.B: Sharing of good practices in education (194 EX/5 Part I, 194 EX/5.INF)

Draft decision in paragraph 5 of document 194 EX/35

Item 5.I.C: Implementation of 37 C/Resolution 44 and 192 EX/Decision 5 (I, D) relating to the Ascent to the Mughrabi Gate in the Old City of Jerusalem (194 EX/5 Part I)

Draft decision in paragraph 6 of document 194 EX/35

Item 5.I.D: Follow-up of the UNESCO reactive monitoring mission to the Old City of Jerusalem and its Walls and the UNESCO experts meeting on the Mughrabi Ascent (194 EX/5 Part I)

Draft decision in paragraph 7 of document 194 EX/35

Item 5.I.E: Revised Operational Strategy for Priority Africa (194 EX/5 Part I; 194 EX/5.INF)

Draft decision in paragraph 8 of document 194 EX/35

Recent decisions and activities of the organizations of the United Nations system of relevance to the work of UNESCO (194 EX/5 Part I Add.)

Draft decision in paragraph 9 of document 194 EX/35

UNESCO Global Geoparks Initiatives (194 EX/5 Part I Add.2)

Draft decision in paragraph 10 of document 194 EX/35

Item 6: Education beyond 2015 (194 EX/6; 194 EX/6.INF; 194 EX/PG.INF)

Draft decision in paragraph 11 of document 194 EX/35

Item 9: Desirability of the revision of UNESCO's International Charter of Physical Education and Sport (194 EX/9)

Draft decision in paragraph 12 of document 194 EX/35

Item: 10 Action Plan for the International Decade for the Rapprochement of Cultures (2013-2022) (194 EX/10)

Draft decision in paragraph 13 of document 194 EX/35

Item 11: Jerusalem and the implementation of 37 C/Resolution 44 and 192 EX/Decision 11 (194 EX/11)

Draft decision in paragraph 14 of document 194 EX/35

Item 12: Implementation of 192 EX/Decision 12 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" (194 EX/12)

Draft decision in paragraph 15 of document 194 EX/35

Item 14: UNESCO's participation in the preparations for a post-2015 development agenda (194 EX/14; 194 EX/14.INF; 194 EX/14.INF.2; 194 EX/PG.INF)

Draft decision in paragraph 16 of document 194 EX/35

Item 16: Category 1 institutes and centres – Report by the Governing Board of the UNESCO Institute for Statistics (UIS) on the activities of the Institute (194 EX/16)

Draft decision in paragraph 17 of document 194 EX/35

Item 27: Implementation of 37 C/Resolution 67 and 192 EX/Decision 33 concerning educational and cultural institutions in the occupied Arab territories (194 EX/27)

Draft decision in paragraph 18 of document 194 EX/35

Item 28: Report by the Director-General on the reconstruction and development of Gaza: implementation of 192 EX/Decision 34 (194 EX/28)

Draft decision in paragraph 19 of document 194 EX/35

Item 29: Language teaching in education systems (194 EX/29; 194 EX/29 Add.; 194 EX/DG.INF)

Draft decision in paragraph 20 of document 194 EX/35

Item 32: Follow-up by UNESCO of the situation in the Autonomous Republic of Crimea (Ukraine) (194 EX/32)

Draft decision in paragraph 21 of document 194 EX/35

27.1 **Mr Muñoz Ledo** (Mexico) (Chair of the Programme and External Relations Commission – PX) *in extenso*:

Mr Chairman of the Executive Board, Madam Director-General, dear colleagues, ladies and gentlemen, I have the honour to present to you the results of the work of the 194th session of the Programme and External Relations Commission (PX) of the Executive Board. The Commission adopted its timetable during the opening session and then elected as Temporary Chairperson Ms Kris Rampersad, the distinguished representative of Trinidad and Tobago. The Commission examined 14 items during 6 sessions. Three of these items were extensively discussed by the Preparatory Group of the Executive Board, and its recommendations were recalled before the examination of each of these items. I wish to take this opportunity to extend my gratitude to the Chair of the

Preparatory Group, Ms Gisele Marie Hortense Ossakedjombo-Ngoua Memiaghe, Ambassador, Permanent Delegate of Gabon to UNESCO, for the work accomplished by the Group under her guidance. My oral report will cover the items examined during the sessions of the PX Commission.

27.2 Distinguished colleagues, the Commission started its work by examining item 4.I on the implementation of the programme and budget and results achieved in the previous biennium. Following the introduction by the representative of the Director-General, who emphasized the role of document EX/4 as an essential tool for assessment by the Secretariat, 17 members took the floor on this item. Regarding the results achieved during the 2012-2013 biennium (38 C/3), the Member States expressed their appreciation for the Director-General's cost-efficiency measures and the Secretariat's efforts to deliver the programme and achieve the expected results, in the context of difficult financial circumstances. It was noted that the Organization had been witnessing and struggling with structural difficulties over the last few years, and that these were likely to persist. Reflection on more sustainable solutions was therefore needed.

27.3 Concerning the place and importance of statutory activities in Major Programme IV as compared with other, non-statutory activities, the representative of the Director General recalled that several thematic programmes not directly related to the cultural conventions had been maintained, funded exclusively through extrabudgetary resources, in line with the prioritization exercise conducted by the Executive Board. Concern was raised about the poor staffing situation of the Internal Oversight Service (IOS). One member requested that the reference to his country as a beneficiary of support from the science programme be deleted from the report (Part A. para 41).

27.4 While welcoming the improvements made in the structure and content of the EX/4, several speakers referred to the recommendations of the Preparatory Group and requested that further efforts be made so as to render the report more concise, analytical and better balanced in terms of data reported, descriptive information and analysis. It was stressed that the assessment of progress made and results achieved needed clearly to be linked to the approved C/5 results, and that improved cross-analysis and enhanced reporting on the two global priorities, Africa and gender equality, was needed. The importance of clarifying the methodology of self-assessment used in the report and the need to solicit feedback and evaluative assessment from beneficiaries were emphasized. Several members concurred that the purpose of the EX/4 report was to serve as a tool for results-based budgeting (RBB), to enhance accountability, and to support strategic decision-making by the Board by, inter alia, indicating suggestions regarding corrective actions and the way to proceed. In this regard, they highlighted the need to improve access to information through the System of Information on Strategies, Tasks and the Evaluation of Results (SISTER) for reconsidering the calendar of the report's publication in alignment with the new C/4 and C/5 cycles. Some speakers suggested that the report include a clear narrative part which emphasizes its achievements and impact on the ground, at regional and country levels. The representative of the Director-General stressed that as a tool for informing decision-making, the EX/4 document was addressed primarily to an internal audience. In view of the relatively high degree of reliance on extrabudgetary resources in support of the delivery of approved programmes,

questions were raised as to the best way to capture and report on the results achieved through the use of those resources, as well as through partnerships with the private sector. The representative of the Director-General indicated that all extrabudgetary resources were linked to a particular C/5 result, and hence contributed to its implementation. The proposed new format for the EX/4 document was considered to be a good basis for deliberations on the reform of reporting. Thus, reporting for the 195th session of the Executive Board would follow the new proposal. However, several representatives felt that further reflection and work was still needed. It was suggested that the Preparatory Group or the Executive Board itself could undertake that task. At the end of a rich debate, the Commission recommended that the Preparatory Group convene intersessional meetings to propose changes to the format of reporting and any necessary changes to the Rules of Procedure of the Executive Board. The draft decisions recommended to the Board are contained in paragraphs 2 and 3 of the document 194 EX/35.

27.5 The Commission continued its work by examining item 5, the follow-up to decisions and resolutions adopted by the Executive Board and the General Conference at their previous sessions. The Commission examined item 5.I on programme issues and, in particular, item 5.I.A on the report of the United Nations University (UNU) Council and the UNESCO-UNU Plan of Joint Activities for 2014-2017, item 5.I.B on the sharing of good practices in education, and chapter item 5.I.E on the Revised Operational Strategy for Priority Africa. The Commission also examined the information on the recent decisions and activities of the organizations of the United Nations system relevant to the work of UNESCO, and the follow up to the UNESCO Global Geoparks Initiative. Ten members took the floor on these aspects of item 5.

27.6 The representative of the Director-General introduced the item, indicating that document 194 EX/5.INF provided a comparison of the expected results in document 37 C/5 Approved and the \$507 million implementation plan, and the related performance indicators and benchmarks. Concerning the sharing of good practices in education, some speakers commented that the document does not necessarily meet the initial request of the Executive Board (191 EX/Decision 39). Thus, suggestions were made to consolidate the information and make it available on UNESCO's website, with a view to facilitating and encouraging the sharing of experiences between regions.

27.7 Members suggested that further information be made available on early childhood care and education (ECCE), experiences of the Associated Schools Project Network (ASPNet), civic education, good practices of formal and informal education, and partnership with the private sector. One member sought information on UNESCO's programme on global citizenship education.

27.8 With regard to the current status of the South-South Cooperation Fund, the representative of the Director-General said that the position of the Chairman of the Fund remained vacant, and that the mechanisms should be revitalized. Concerning the education situation in the E-9 countries, he informed the Commission that the future of that initiative would be discussed at the next Ministerial Review Meeting, to be hosted by the Government of Pakistan later this year.

27.9 Regarding the revised operational strategy for Priority Africa, members acknowledged the progress made

in improving the focus and clarity of its content. However, several speakers expressed concern with regard to the limited intellectual and financial resources available to implement the six flagship programmes. In this regard, the representative of the Director-General said that the implementation and coordination of flagship programmes was the responsibility of programme sectors and field offices. It was underlined that there was a need for field staff to be trained in extrabudgetary funds mobilization, and for additional human resources to be allocated to the field offices in charge of the implementation of the flagship programmes. In this respect, it was recalled that the Director-General had made a pledge to Member States for staff secondments, including associate experts. The important role that UNESCO Chairs and category 1 and 2 centres and institutes could play in the implementation of the programme was emphasized.

27.10 With regard to the UNESCO Global Geoparks Initiative (194 EX/5 Part I Add.2), three Member States took the floor to inform the Board about the progress made by the Working Group of Member States and expressed the need for additional meetings of the Working Group to take place. The Commission recommended the draft decisions as contained in paragraphs 4, 5, 8, 9 and 10 of document 194 EX/35.

27.11 The Commission then examined in a single debate item 6, on education beyond 2015, and item 14, on UNESCO's participation in the preparations for a post-2015 development agenda. 28 Member States and 1 Observer took the floor in the debates.

27.12 Introducing item 14, the representative of the Director-General gave a strategic overview of the various processes underway leading to the elaboration of a post-2015 development agenda. He stressed that, as requested by the Preparatory Group, document 194 EX/14 INF 2 provides a concise overview of concrete suggestions on possible goals and targets, organized by programme sector. The efforts of the Director-General in advancing UNESCO's areas of competence through various mechanisms, including through the Group of Friends on Culture and Development, was commended by members of the Commission. While expressing support for UNESCO's substantive proposals regarding the post-2015 development process, a number of speakers stressed the continued need for a consultative process with Member States. It was underlined that UNESCO's contribution was crucial across the areas of education, the sciences, culture, and communication and information, and that all thematic proposals needed to be articulated and defined.

27.13 Reflecting on the role of the Executive Board in the post-2015 process, various members underlined the importance of delegations passing on pertinent decisions and messages on UNESCO's contributions to relevant counterparts and mechanisms in New York, as well as to national and ministerial levels. In this vein, one speaker requested that information meetings for Member States be organized for the various thematic contributions of UNESCO, in particular water, oceans and culture. The need to inform the general public was also emphasized. Most interventions supported the adoption of a human-rights based approach in the post-2015 development agenda and highlighted key principles such as good governance and transparency. The importance of gender equality, including as a stand-alone goal and cross-cutting concern, was underlined. The African Union's African common position paper was mentioned as an important reference. UNESCO was invited to further utilize its function as a laboratory of ideas and to pursue

interdisciplinary approaches. Several members stressed the importance for UNESCO to build the capacity of Member States in engaging in the post-2015 development process.

27.14 With respect to natural sciences, support was expressed for a stand-alone goal on water, including access to water and sanitation, integrated water resources management, and disaster reduction. One member stressed the importance of biodiversity, including mountain ecosystems, while another member highlighted the relevance of increasing access to science, technology and innovation (STI).

27.15 Regarding UNESCO's contribution in the areas of social and human sciences, several members highlighted the need to prioritize the needs of marginalized and vulnerable groups of society. The importance of equality and equity was highlighted, as well as the need for empowered youth. A number of members reiterated the important role of culture as a key tool for sustainable development in the post-2015 development agenda, and acknowledged the efforts made so far by the Secretariat, while stressing the need to further intensify advocacy in this regard. Some members offered their advocacy support through future events. In this regard, Italy announced that "culture in the post-2015 development agenda" would be the subject of a high-level forum to be held in Florence in late 2014. Several members suggested that areas such as cultural heritage, the value of culture in the artistic sphere, cultural diversity, creative economy and creative cities will be integrated into the sustainable development goals (SDGs), and emphasized the interlinkages of culture with other domains and focus areas advanced by the Open Working Group on SDGs. Members also stressed that vigorous engagement was needed within the framework of UNESCO's governing bodies to counter any risk of not sufficiently highlighting the culture-related proposals in various fora, including in New York.

27.16 With regard to communication and information, members emphasized the importance of the inclusion of freedom of expression and media in the post-2015 development agenda. The crucial role of information and communication technologies (ICTs) in education and learning was highlighted.

27.17 In his reply, the representative of the Director-General outlined several options on how the Executive Board could engage in the New York-centred processes and the general importance of effective partnerships for advancing thematic areas in the post-2015 processes, such as UN-Water, for which UNESCO holds the vice-chairship. On item 14, the Commission recommended the draft decision as contained in paragraph 16 of document 194 EX/35

27.18 In introducing item 6, the representative of the Director-General provided a summary of UNESCO's position on the post-2015 education agenda, the proposed overarching goal and priority areas, and the most recent developments including the work of the Education for All (EFA) Steering Committee and the Preparatory Group, which are reflected in document 194 EX/6 INF. During the debate, a large majority of members expressed their appreciation of the position paper and its concrete proposals for the future education agenda. The leadership of UNESCO was also commended in light of the complex global process in which decisions were taken. Many speakers supported having a stand-alone goal on education in the future post-2015 development agenda,

and insisted that active engagement by Member States' governments in New York was necessary. The amended overarching goal of ensuring "*equitable and inclusive quality education and lifelong learning for all by 2030*" was widely supported. It was noted, however, that Member States' internal consultations on the post-2015 development agenda were ongoing, and that flexibility in the present proposal would be necessary. It was also observed that the present position paper was in line with the common African position on education post 2015. A number of representatives emphasized that the link between education and other sectors, such as culture, should be further highlighted.

27.19 Regarding substantive issues, the importance of technical and vocational education and training (TVET) was highlighted by several countries in view of the need to provide young people with the necessary skills for work. One member noted that global citizenship education and the importance of ICTs in education should be recognized both in the position paper and in the post-2015 agenda. Another representative stressed the need to make a clear link between education and sustainable development. Many members voiced the opinion that quality education should be considered a key cross-cutting area, and issues such as linguistic diversity, teachers, vulnerable groups and HIV/AIDS were highlighted. Culturally-sensitive education was also underlined by one member. Given the diverse contexts and educational requirements of countries, it was considered that the future education agenda should be flexible and adaptable at country level. Concern was expressed regarding the high ambitions of some of the targets and the need to take the countries' implementation capacity into account. One member regretted that the target on official development assistance (ODA) was no longer included. Regarding the operationalization of the agenda, it was considered important to develop steps and strategies to achieve its goals. The need for a framework for action at both regional and national level was considered key for the implementation of the targets. The representative of the Director-General informed the Commission that a revised version of the draft joint proposal would be submitted to the Global EFA Meeting in Oman in May 2014. On item 6, the Commission recommended the draft decision as contained in paragraph 11 of document 194 EX/35.

27.20 Seven members and one observer took the floor on item 16 "Report by the Governing Board of the UNESCO Institute for Statistics (UIS) on the activities of the Institute". All speakers congratulated the Institute on its work and functioning, and on the excellent results that had been achieved. In response to questions regarding the application of austerity measures despite the Institute's increased income, the representative of the Director-General indicated that expenditure still exceeded income, but thanks to the contribution of donors, the Institute might achieve a balance in 2014. He agreed that UIS could provide technical assistance on the school censuses, as requested by one member. During the debate, concerns were expressed over the decision of UIS to suspend its work in compiling media statistics. The representative of the Director-General indicated that the priorities of UIS were driven by the Institute's Board, and that donors could decide whether to participate in the achievement of those priorities. Several statements highlighted the importance of investing in the visualization of statistics and of the Institute validating indicators for the post-2015 agenda on education. Finally, Canada announced its decision to finance the costs of the annex of the Institute. The

Commission recommended the draft decision as contained in paragraph 17 of document 194 EX/35.

27.21 Ladies and gentlemen, examining item **5.I.C**, and items **11**, **12**, **27** and **28**, pertaining to the Middle East, the Commission approved without debate the respective draft decisions, as contained in paragraphs 6, 14, 15, 18, and 19 of document 194 EX/35.

27.22 Concerning item **5.I.D**, the Commission approved without debate the relevant draft decision, following a vote by roll call with 34 votes in favour, 1 against and 21 abstentions. The recommendation of the Commission is contained in paragraph 7 of document 194 EX/35, with the detail of the vote. Following the vote, two Members of the Commission and three Observers took the floor.

27.23 The Commission then examined item **32**. The representative of Ukraine provided an overview of its evaluation of the situation in the Autonomous Republic of Crimea in light of UNESCO's mandate, as presented in the explanatory note of document 194 EX/32. He explained that the proposed draft decision was aimed at requesting that the Secretariat monitor the situation closely by collecting information through all available sources within UNESCO's fields of competence. The representative of the Director-General recalled the adoption of resolution 68/262 by the United Nations General Assembly on 27 March 2014 with regard to the territorial integrity of Ukraine that applies to Crimea, and indicated that the Secretariat would continue to discharge its mandate according to its terms and the decisions of the United Nations. Six members and three observers took the floor on this item. Several members concurred with the need to collect information and monitor the situation in the Autonomous Republic of Crimea as proposed in the draft decision, with a view to enabling the Executive Board to fulfil its responsibilities and the Secretariat to follow up according to its mandate, mission and technical fields of competence. One member expressed strong disagreement with the information provided in the explanatory note and with the approval of the proposed draft decision. During the debate, the need to safeguard freedom of expression, freedom of the press and the safety of journalists in Crimea was emphasized. Several speakers underlined the need to pursue a constructive dialogue to find a peaceful solution and expressed the wish to see this important principle reflected in the proposed draft resolution. The distinguished representative of Gabon said that the position of her country on the issue would be aligned with the position taken by her country on the resolution adopted by the United Nations General Assembly. Following a vote by roll call, the Commission approved with 28 votes in favour, 4 against and 20 abstentions, the draft decision contained in paragraph 21 of document 194 EX/35, which contains the result of the vote. Following the vote, 11 members of the Commission took the floor.

27.24 On item **29** on language training in education systems, 26 members of the Commission and one observer took the floor. Introducing the debate, the representative of France stressed that multilingualism supported mutual understanding, exchanges and cooperation among nations, and that linguistic diversity was a common good of mankind. She further indicated that it was not the intention of the proposed decision to bind countries to promoting the teaching of at least two languages, but rather to encourage Member States to do so, and to stress that UNESCO had a key role to play in supporting and boosting language teaching. The representative of the Director-General underlined that the

Director-General supported the spirit of the proposal, and while stressing that UNESCO promoted multilingualism in education, noted that the promotion of languages in national education systems was subject to each Member State's policies, based on respective national contexts. He further explained that should the Executive Board request the Secretariat to coordinate, there could be financial and administrative implications, as also recalled by some members.

27.25 Many speakers expressed their gratitude to France for having submitted the item. Some indicated that their countries' policies were already in line with the proposed decision, whereby several languages were taught in their education systems, while others noted that it was not realistic to expect all countries to have the resources to do so. One member indicated that is the proposal was in line with the existing Common European Framework of Reference for Languages. A number of members evoked the many positive aspects of learning several languages, and one member stressed that without mastery of language, learning could not take place. Several members indicated that issues of local languages, indigenous languages or mother-tongue languages were also considered very important in their countries. Some urged that endangered or lost languages should also be protected.

27.26 Interventions also raised some reservations: a number of countries evoked the multitude of languages spoken in their countries and the difficulty of providing mother-tongue based education. Two countries specifically mentioned that their federal system would not allow for a policy to be adopted nationally, as education policies are adopted at provincial or state level. Evoking the low priority given by Member States to the issue of languages in the 37 C/5 prioritization exercise, a number of speakers questioned the intention and expected impact of the proposed draft resolution. The distinguished representative of France was thankful for the support from many members and indicated that the overall aim was to bring such an important issue to the attention of the General Conference, the most competent international body on matters relating to education. During the examination of the proposed draft decision, there was an exchange of diverging views on the use of the term "*indigenous languages*", in French "*autochtones*". It was regarded, as I understood, to mean the language of the original populations which inhabited the country, or a geographical region to which the country belongs, at the time of conquest or colonization or the establishment of present state boundaries and who, irrespective of their legal status, retain some or all of their own social, economic, cultural and political institutions. The use of the term "*indigenous languages*", in French "*autochtones*", in the present decision shall not be construed as having any implications as regards to the rights of the populations concerned under international law. The Commission recommended the draft decision as contained in paragraph 20 of document 194 EX/35.

27.27 Five members took the floor on item **10** "Action Plan for the International Decade for the Rapprochement of Cultures (2013-2022)". In introducing this item, the representative of the Director-General recalled that the present Action Plan was the result of a wide consultation of the Director-General with Member States, NGOs, IGOs and UNESCO Chairs. She further recalled that the Director-General had created a special account dedicated to the implementation of the Action Plan, and invited all Member States to contribute. Acknowledging UNESCO's

longstanding experience in promoting dialogue for mutual understanding, two speakers underscored the importance of the Decade, and highlighted UNESCO's lead role as coordinator. In this context, one member highlighted the need to clearly define UNESCO's role, as well as a clear division of responsibilities among the relevant stakeholders involved, notably the United Nations Alliance of Civilizations. All Member States were encouraged to participate fully in all activities foreseen under the Action Plan, and two speakers stressed that the Action Plan should focus on limited but high-level initiatives with global outreach. One speaker stressed the need to elaborate on the role of media and information literacy in the rapprochement of cultures, as the free flow of information and freedom of expression were among the crucial elements. Another member referred to the conceptual challenges in engaging in such a debate, and requested a clearer definition of "rapprochement of cultures", asking for specific guidelines to be provided by the Secretariat to help Member States in the implementation of the Action Plan. The Commission approved without amendments the proposed draft decision, as contained in paragraph 13 of document 194 EX/35.

27.28 The Commission then moved to the examination of item 9 on the desirability of the revision of UNESCO's International Charter of Physical Education and Sport. The representatives of nine Board Members took the floor on this item. All representatives supported the revision, and several stressed that the revision was not only desirable, but necessary. Specific sport policy themes and issues that need to be addressed in a revised charter were mentioned. Many representatives expressed their gratitude to the Bolivarian Republic of Colombia for having offered to host a meeting of experts to prepare a draft revised charter. On this item, the Commission recommended the draft decision as contained in paragraph 12 of document 194 EX/35.

27.29 At the end of its work, the Commission examined item 31 on UNESCO at 70 and future prospects. Ten members took the floor on this item. The representative of Egypt, in introducing the proposed decision, recalled that its objective, supported by some 40 delegations, was to strengthen the Executive Board's role as an intellectual forum and place for the exchange of ideas. It was recalled that 2015 would be a key year for the Organization, as it would mark the 70th anniversary of the Organization, and would also witness many important events relevant to the values that it holds, such as the United Nations post-2015 development agenda. The representative of Brazil, introducing their proposal, underlined the need to invite the Director-General to present a plan of action in respect to the celebrations of the 70th anniversary. The representative of the Director-General stressed that the resources financing these actions would be used in accordance with the financial rules and regulations. Thanks to a true spirit of dialogue and collaboration, and after a long debate, the Commission agreed, by consensus, to recommend that the Executive Board adopt two decisions related to: (a) UNESCO's future prospects, and (b) celebration of the 70th anniversary of UNESCO. The Commission also decided to recommend that the title of item 31 be amended to read "UNESCO at 70 and future prospects", in order to adequately reflect the content of the two draft decisions. The Commission recommended that the Executive Board adopt the two decisions as contained in paragraphs 2 and 3 of document 194 EX/35 Add.

27.30 Dear Chairperson, dear colleagues, I have come to the end of my report on the work of the Programme and

External Relations Commission, and I sincerely hope you will forgive me if, in an attempt to summarize our debates, I might have overlooked something. As I already mentioned, our Commission examined 14 items in six sessions, some of which extended until late hours. I wish to conclude by expressing, once again, my sincere thanks to the distinguished members of the PX Commission whose understanding, collaboration and support during the debates, consultations and extended sessions have led us to successfully accomplish our task with utmost respect of the culture of dialogue and mutual understanding. I also wish to express my gratitude to the Temporary Chairperson, Ms Kris Rampersad, the distinguished representative of Trinidad and Tobago, for her support whenever it was needed, and for having replaced me when necessary. Let me first thank the Chair of the Preparatory Group, Ms Ossakedjombo-Ngoua Memiaghe, whose work has greatly facilitated our workings and deliberations. I thank the Director-General who, with the help of the Assistant Directors-General, presented the Commission with pertinent information and documents and provided useful explanations and clarifications. I may point out that most documents were circulated in due time, thus facilitating exchanges of views and constructing an informed debate. My thanks also go to the representative of the Legal Adviser for wise and prompt advice. I would like to thank the Governing Bodies Secretariat (GBS) for its impeccable work. Furthermore, I would like to thank the secretary of our Commission, Ms Magda Landry, and the members of her team, Ms Ana Iglesias-Morel, Ms María del Mar Marcos, Mr Davide Storti and Ms Reiko Yoshida, for ensuring the successful accomplishment of my duties as the Chairperson of the Commission. I also wish to thank the technical assistants for providing their valuable assistance, the room clerks for ensuring that documents were in swift order, and the interpreters and translators, who worked with great efficiency and endurance. Finally, let me thank all the Members of the Executive Board, and you, Mr Chairman, for contributing together to the success of the work of the PX Commission.

28. **The Chair** thanked Mr Muñoz Ledo for his report, and reminded Members that, pursuant to Rule 47 of the Rules of Procedure of the Executive Board, representatives might request that a draft decision be adopted separately, but indicated that it was not the time for proposing amendments. If Members wished to submit changes of a purely editorial nature, they should address them to the Secretary of the Executive Board, who would ensure that they would be taken into account by a professional editor. He understood that a consensus had been reached in the PX Commission relative to its draft decisions, and asked Board Members if they wished to request that any draft decisions be adopted separately. Seeing no such requests, he took it that the Board wished to adopt the entire set of draft decisions contained in document 194 EX/35.

29. *It was so decided.*

30. **Mme Rhandi** (Maroc) remercie vivement le Président de la Commission PX pour son excellente direction des travaux et son sens du dialogue, qui ont permis d'amener la Commission au consensus malgré des débats parfois ardu.

31. **The Chair** commended Mr Muñoz Ledo on his outstanding work as Chair of the PX Commission, particularly considering the large number of items to be discussed within a tight schedule, and praised his patience and negotiation skills that enabled members to approve

important decisions in a spirit of consensus and in the best interests of the Organization.

Item 26: Dates of the 195th session and provisional list of matters to be examined by the Executive Board at its 195th session (194 EX/26.INF.-INF.2)

Dates of the 195th session of the Executive Board (194 EX/26.INF.)

32. **The Chair** said that the proposed dates for the 195th session of the Executive Board were 15 to 29 October 2014, and that the session could be extended by one day to 30 October if necessary, depending on the workload and the final agenda approved for the session. The proposed dates for the next meeting of the Preparatory Group were 1 to 3 October 2014. After consulting with Members of the Bureau, a proposal had been made that 14 October 2014 be reserved for the meeting of the working group to examine the working methods of the Committee on Conventions and Recommendations (CR). Rule 2 of the Rules of Procedure stated that the Board should determine at each session the date and place of the next session, and that the date could be modified if necessary by the Chairman. He asked whether there were any comments on the proposed dates for the forthcoming session.

33. **La Sra. Sol de Pool** (El Salvador) pregunta si ya se conoce, de manera aproximada, el número de puntos que se van a examinar en la 195ª reunión del Consejo, pues le parece que quizá los cuatro días previstos para el trabajo en comisiones resulten insuficientes, en cuyo caso habría que recurrir a sesiones nocturnas, con lo que ello supone de sobrecostos y de dificultades y tensiones añadidas, o bien agregar de antemano algún día más al calendario propuesto.

(33) **Ms Sol de Pool** (El Salvador) wished to know whether the number of items to be considered at the 195th session of the Board had already been determined, generally, as the four days scheduled for commission meetings seemed somewhat insufficient to her and would either require that night meetings be held, with the attendant supplementary costs, difficulties and associated tensions, or that one more day be added beforehand to the proposed timetable.

34. **El Sr. Fernández Palacios** (Cuba) abunda en lo manifestado por El Salvador y expresa su inquietud por la continua reducción del calendario del Consejo, cosa que obliga a mantener largas sesiones nocturnas que resultan a todas luces inadecuadas e improductivas. Pide por consiguiente que si el Consejo aprueba el calendario propuesto lo haga en el bien entendido de que no se preverán sesiones de fin de semana ni prolongadas sesiones nocturnas. Si no hay garantía alguna de que ello sea posible, más valdría añadir uno o dos días al calendario previsto.

(34) **Mr Fernández Palacios** (Cuba) endorsed the statement by the representative of El Salvador and voiced concern at the continuous whittling down of the Board's timetable, which had necessitated long night meetings that were in every respect unsatisfactory and unproductive. He therefore said that, should the Board approve the timetable as proposed, it should do so on the firm understanding that no weekend or lengthy night meetings would be scheduled. If there were no guarantee that they could be avoided, then it one or two days should be added to the proposed timetable.

35. **Mr Zeldenrust** (Netherlands) concurred with previous speakers on the issue of time pressure and heavy workloads. He suggested examining the division of work between the commissions in an attempt to strike a better balance, while acknowledging that not all items had financial or administrative aspects.

36. **Mr Dantas** (Brazil) reiterated the sentiments expressed by El Salvador and Cuba, saying that the Executive Board had been dealing with the problem of having to work at weekends and into the night since he arrived two years previously. The situation had a negative effect on the quality of work, as people became significantly less productive and collaborative after 7 p.m. It was also nonsensical from a financial point of view as costs, such as interpreting, increased substantially, creating a financial burden for the Organization. He proposed accepting an additional two days for the next session of the Executive Board, if necessary.

37. **Ms Kadare** (Albania) supported the remarks by Brazil, Cuba and El Salvador, saying that holding sessions until midnight and at weekends was unsustainable. However, adding extra days would not necessarily solve the problem. While she supported having a "reserve" day in case it was needed, she echoed the proposal made by the Netherlands, namely that items should be better distributed between the two commissions. She also urged Member States to be more disciplined: it was not normal for four and a half hours to be spent discussing a single draft decision, as had been the case in the PX Commission. It was imperative to avoid night meetings.

38. **Mr Shalabi** (Egypt) agreed with the points that had been raised, in particular in relation to the distribution of items between the commissions, and highlighted the need for increased flexibility. He underlined that the items that had taken up the most time were those whose draft decisions had required the most drafting, and proposed holding prior informal consultations, which would not incur any financial costs and could be used to resolve differences of opinion regarding text acceptable to all.

39. **Mr Worbs** (Germany) joined Egypt, Albania and Netherlands in calling for a more rational distribution of items between the commissions. He recalled that, in the past, the FA and PX Commissions had had a more or less equal workload, with the possibility of a single day of joint meetings at the end of the session, while acknowledging that more joint meetings might be required. He commended the work of the Chair of the PX Commission, Mr Muñoz Ledo, in ensuring that the Commission finished its work on time.

40. **El Sr. de Ory** (España) dice que el hecho mismo de que el Consejo mantenga este debate demuestra la necesidad de reformar a fondo sus métodos de trabajo. España ha solicitado que el Grupo Preparatorio se reúna entre las reuniones del Consejo Ejecutivo con el fin de evaluar los informes de la Secretaría, cometido al que a todas luces convendría añadir otros que los oradores anteriores han señalado. Vaticina, en este sentido, que uno de los grandes temas del bienio en curso va a ser la reforma de los métodos de trabajo de los órganos rectores, y pide al Presidente, en la línea de lo propuesto por Egipto, que para aligerar el trabajo en comisiones y en plenaria contemple la posibilidad de hacer de las consultas informales un instrumento de trabajo del Consejo, como es habitual en otros organismos internacionales.

(40) **Mr de Ory** (Spain) said that the very fact that the Board was discussing the matter was proof of the

need to reform its methods of work thoroughly. Spain had called for the Preparatory Group to meet between Executive Board sessions in order to assess reports by the Secretariat, to which other tasks requested by previous speakers could be added. In that regard, he said, foresightedly, that one of the major themes of the current biennium would be reform of the governing bodies' working methods and, in consonance with Egypt's proposal, he requested the Chairperson to consider using informal consultations as an Executive Board working tool in order to lighten the workload in commission and plenary meetings, as was customary in other international organizations.

41. **Mr Dantas** (Brazil) said that the only rational distribution of work between the two commissions involved matters concerning the programme and external relations being addressed by the PX Commission, and matters concerning finance and administration being dealt with by the FA Commission. The need to take adopt decisions was more important than attempting to save one or two days of work. The problem of balance also affected the Committee on Conventions and Recommendations (CR): – the issue was a lack of time caused by attempts to reduce the length of the sessions of the Executive Board in order to save money. He reiterated his proposal for two extra days to be added to the forthcoming session of the Executive Board, with commissions being allocated more time if necessary, and suggested that a formal end to the working day should be set.

42. **The Chair** thanked Members for their constructive suggestions, but recalled that the current session had been reduced by one day because such a full agenda had not been anticipated. Experience had shown that a more realistic approach was needed to planning dates for commission and committee meetings, although the plenary meetings had not caused problems. He recalled a meeting with the Chairs of the PX and FA Commissions and the CR Committee, at which it had been agreed that for the 195th session, the agenda needed to be examined well in advance in order to determine whether or not more days were required. It had been agreed at that meeting that the distribution of items, in particular between the PX and FA Commissions, required further attention, and that an information document would be issued to all Members of the Board regarding the rules governing the work of the interpreters.

43. **Mr Dhakal** (Nepal) said that the United Nations General Assembly had decided not to hold meetings after 6 p.m., as meetings that continued longer than that were less productive. For the sessions of the Executive Board, he proposed establishing a small working group to consider ways in which working methods might be improved.

44. **Mr Budjaku** (the former Yugoslav Republic of Macedonia) said, as former Chair of the Special Committee (SP), that the issue was extremely important, as it concerned the effective use of time and money, and that that late meetings had, on occasion, led to poor quality draft decisions. He acknowledged the previous statements by members concerning late working hours and the division of work, and stressed that much time had been spent discussing drafting and formal aspects of documents, but little time had been spent discussing their substance. He suggested that the issue be dealt with at the level of the institution as a whole, rather than by individual working groups, as the Special Committee had a mandate to deal with exactly such issues. He thus proposed adding an item to the agenda of the next

session concerning that issue, to be allocated to the Special Committee.

45. **The Chair** the schedule and workload of the sessions of the Executive Board was scheduled to be addressed at the forthcoming session by the Special Committee (SP). Work would begin on that issue before the next session, in order to develop a realistic timetable for the meetings of the commissions and committees.

46. **El Sr. Pozo** (Ecuador) dice que el problema reside en la imposibilidad de prever con antelación y exactitud la duración de las deliberaciones, pues los países tienen la potestad de incluir puntos en el orden del día hasta el último momento, puntos cuyo examen requiere a veces mucho tiempo. Por ello secunda la propuesta de programar uno o dos días más de reunión, habida cuenta de que las sesiones nocturnas y en fin de semana conllevan sobrecostos, pero instituyendo a la vez una fórmula administrativa que permita ahorrar los gastos correspondientes cuando el Consejo no agote el calendario previsto, de tal modo que el ahorro de tiempo se traduzca en ahorro económico.

(46) **Mr Pozo** (Ecuador) said that the crux of the problem was that exact duration of the debates could not be set beforehand, as States were entitled until the very last moment to place on the agenda items that sometimes required lengthy discussion. He therefore seconded the proposal to schedule an additional day or two for the session, as night and weekend meetings entailed additional costs, and concomitantly to institute an administrative formula to permit commensurate cost savings when the Board did not complete its scheduled timetable, so that time saved meant money saved.

47. **Mr Mufti** (Pakistan) expressed surprise that Members could work productively until midnight. She wholeheartedly endorsed the suggestion by Ecuador to have two optional, additional days that would serve to reduce costs and the number of evening meetings. She also supported Egypt's proposal concerning informal consultations, as that would enable countries to ascertain each other's positions regarding particular in advance of the session of the Executive Board. She suggested mandating the Ad Hoc Working Group to make recommendations regarding the issues under its purview, in order to save time and facilitate the subsequent adoption of the relevant decisions by the Executive Board.

48. **Mr Islam** (Bangladesh) echoed the previous observations concerning working time: working after 6 p.m. was tiring and unproductive. He then proposed that the Chairs of commissions and committees create smaller groups from within the commissions/committees to be tasked with creating drafts, which could then be considered by the full commission or committee, in order to save time.

49. **M. Fazelly** (Afghanistan) se félicite de cette discussion, qui lui donne l'occasion de faire observer que le problème n'est pas le manque mais la perte de temps. Selon lui, allonger la durée des travaux ne favorisera pas la rationalisation du travail. Il a d'ailleurs remarqué que la longueur des séances pouvait engendrer une lassitude qui nuisait à la qualité des travaux. Il estime préférable, pour faire gagner du temps au Conseil, de renforcer le travail en amont de façon à mieux préparer les projets de décision, d'assurer une véritable continuité des travaux entre les sessions et d'encadrer plus efficacement les débats et les prises de parole pendant les sessions.

٥٠ رأى السيد الشطي (الكويت) أن البنود التي اقترحتها الدول الأعضاء أثناء الجلسات كانت من بين الأمور التي ساهمت في تأخير أعمال المجلس. واقترح تحديد موعد نهائي، قبل انعقاد المجلس التنفيذي بفترة معينة، تقوم فيه الدول باقتراح البنود التي سُدَّج في جدول الأعمال. اقترح أيضاً أن يتداول الفريق التحضيري تلك البنود خلال اجتماعاته التي تُعقد قبل أسبوعين من انعقاد دورة المجلس التنفيذي، وذلك للتخفيف من عبء العمل أثناء جلسات المجلس التنفيذي.

(50) **Mr Al-Shatti** (Kuwait) said that items proposed by Board Members during the session were one of the things that had contributed to delaying the work of the Board. He suggested setting a deadline before the beginning of the session before which Members should propose items for inclusion in the agenda. He also suggested that the Preparatory Group should discuss such items at its meetings, which were held two weeks before the Board session, with a view to alleviating the work of the Executive Board during its sessions.

٥١,١ ردّ الرئيس قائلاً إن قواعد النظام الداخلي للمجلس التنفيذي لا تسمح بذلك، إذ إنها تنص على أن اعتماد جدول الأعمال يتم في اليوم الأول من اجتماعات كل دورة. وبالتالي، لا يمكن مخالفة تلك القواعد وتحديد مواعيد تلتزم فيها الدول الأعضاء بتقديم مقترحات أو بنود. وأضاف أن الذي يمكن فعله هو توجيه نداء إلى الدول لدعوتها إلى برماعة ذلك.

(51.1) **The Chair** said in reply that the Rules of Procedure of the Executive Board did not allow that, but rather stipulated that the agenda must be adopted at the beginning of each session. That rule could not be broken by setting a deadline for Board Members for the submission of proposals or items. What might be done would be to appeal to Board Members to observe that rule.

51.2 Continuing in English, the Chair assured all Members that their comments would be discussed by the Bureau of the Executive Board and the Chairs of the CR Committee and PX and FA Commissions. In introducing the item, he had said that there was a possibility of extending the next session by one day (30 October); if necessary, and subject to the agreement of the members of the Bureau, a further day might be added, bearing in mind the financial and workload implications. He hoped that Members would agree on the dates of the next session, namely from 15 to 29 October, with the possibility of one or two extra days if necessary, and that 14 October would be reserved for the working group of the CR Committee. Following consultations with the Director-General, 3 July 2014 had been agreed as the date for the information meeting of the Executive Board. Seeing no objections or comments, he considered that the Board wished to approve the proposed dates for the information meeting and the 195th session of the Executive Board, as contained in document 194 EX/26.INF.

52. *It was so decided*

Provisional list of matters to be examined by the Executive Board at its 195th session (194 EX/26.INF.2)

53. **The Chair** said that the provisional list was being distributed purely for the information of the Members of the Executive Board and was not exhaustive. It had been prepared on the basis of resolutions adopted by the General Conference, decisions adopted by the Executive Board, and statutory provisions in force and items proposed by Member States. Questions that arose during the current session would need to be added to the list,

which would form the basis for the draft provisional agenda for the 195th session of the Executive Board. Seeing no comments, he considered that the Board wished to approve the provisional list, as contained in document 194 EX/26.INF.2.

54. *It was so decided*

CLOSURE OF THE 194th SESSION OF THE EXECUTIVE BOARD

55.1 **The Chair** *in extenso*:

Madam Director-General, distinguished Members of the Executive Board, Excellencies, ladies and gentlemen, we have now come to the conclusion of the work of this session of the Board. All the decisions we have taken earlier today, based on the results of the work of the commissions are crucial to the Organization, as we – together – move forward. Personally, I should like to thank all Members of the Board, and especially the Vice-Chairs and the other eminent members of the Bureau for helping to organize this session successfully.

55.2 Some long-standing, recurring items were dealt with efficiently; thus we were able to make progress that was mutually satisfactory to all. Other challenges required recourse to mechanisms that are in place to help us take decisions. This demonstrated the capacity of the Executive Board to adapt to the changing nature of our work, while maintaining our tradition of seeking consensus in the accomplishment of our work. This session again, we have accomplished our work with aplomb.

55.3 We have also taken decisions and have held very important discussions on governance issues – especially pertaining to rules and regulations. It is clear on the part of all that there is a willingness to work together to ensure that we adhere to these rules, regulations and procedures with the utmost rigour and transparency.

55.4 We have made progress with the follow-up to the External Auditor's report, and indeed we have been collectively satisfied with the manner in which the External Auditor presents his reports to us. The comments and recommendations provided to us have been most helpful in the accomplishment of our work. We continue to look forward to the Director-General's report on progress achieved in the implementation of the External Auditor's recommendations.

55.5 On field office reform, especially as it relates to the Africa region, the decisions we have taken and the requests we have put to the Director-General are critical, yet constructive, and demonstrate the synergies we as Members of the Board can develop with the Director-General and her team to ensure, at the end of the day, that we have the Organization that the Member States deserve. I am pleased that Priority Africa, and the Africa Department, was adequately addressed by us at this session, and that we now have the vision we need to make the necessary progress.

55.6 Just as we have made progress in ensuring that Member States have an effective field office structure, we have also made progress on the management of the Headquarters site here in Paris, especially through the work of the Headquarters Committee. The question of the review of governance and that of the work of the Executive Board, that we will undertake at our next session as included in our agenda and timetable of work will necessarily be linked to the examination of the new format of the EX/4 document. This question will first be discussed by the Preparatory Group, at its intersessional meetings –

which, incidentally, are an additional outcome of this session of the Board.

55.7 I am also pleased with the outcome reached concerning item 31. The Executive Board, the President of the General Conference, the Director-General and I will work together to organize a series of events and debates that will bring together national and international eminent personalities and high officials to address many of the global contemporary challenges that our Organization faces. While we have accomplished much, there is – as usual – still much to do; much to do not only during our next meeting in October, but also between this meeting and our next. I count on each of you to continue working constructively for the accomplishment of our tasks.

55.8 Finally, ladies and gentlemen, I would like to say a word of thanks to each of you for your dedication to the tasks at hand and for your hard work throughout this session of the Board. I would especially like to convey my warmest thanks for the advice provided to me by the Vice-Chairs of the Board and the other members of the Bureau, to the Chairs of the PX and FA Commissions, to the Director-General and all members of the Secretariat who participated in our work; and to the secretaries of the commissions and their teams. Equally, I should like to

thank the interpreters, translators, room clerks, technicians and everyone else who has facilitated our work over the past two weeks.

55.9 Ladies and gentlemen, we know just how much we rely on all members of the team within the Governing Bodies Secretariat to ensure the successful conclusion of our work. I can say with a measure of certainty that without every one of them it would be next to impossible to complete our work! While they work in unison as a team, I would be remiss if I did not say a few words of thanks to recognize the support we receive from one member in particular, Mr Detinho – but we all know him simply as “Michee”. From what I have been informed, this will be Michee’s last Executive Board. Michee has been a member of the Executive Board secretariat for longer than any of us can remember – for some 20 years, to be exact. As he is expected to retire from the Organization in June, today is the last day that he will work with and for us. Could I invite you all to show Michee our appreciation? *(Applause)* Thank you. With these few concluding remarks, dear colleagues, *I now declare the 194th session of the Executive Board closed.*

The meeting rose at 12.55 p.m.