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**REPORT BY THE DIRECTOR-GENERAL ON THE FOLLOW-UP  
OF DECISIONS AND RESOLUTIONS ADOPTED BY THE EXECUTIVE BOARD  
AND THE GENERAL CONFERENCE AT THEIR PREVIOUS SESSIONS**

**PART I**

**SUMMARY**

This report is intended to inform the Members of the Executive Board of progress in the follow-up of decisions and resolutions adopted by the Executive Board and the General Conference at their previous sessions.

Part I concerns programme matters.

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**164 EX/DECISION 7.1.8**

**JOINT UNITED NATIONS PROGRAMME  
ON HUMAN IMMUNODEFICIENCY VIRUS/  
ACQUIRED IMMUNODEFICIENCY SYNDROME**

1. By 164 EX/Decision 7.1.8, the Executive Board:

“Requests the Director-General:

- (a) to provide personal and institutional support for full implementation of the Declaration of Commitment on HIV/AIDS;
- (b) to take all necessary measures to ensure that UNESCO continues to play a key role in providing leadership, direction and support in the field of education to the United Nations system-wide response to HIV/AIDS;
- (c) to provide support to Member States to improve advocacy, prevention, care and efforts to cope with the institutional impact of the epidemic;
- (d) within the framework of the UNESCO Strategy for HIV/AIDS Preventive Education, to provide support to countries, in the context of their national strategies, in the areas of prevention, care and support and in order to meet the commitments and goals agreed at the United Nations special session on HIV/AIDS, in particular as they:
  - (i) take effective measures, within a supportive environment, to ensure that people everywhere, particularly young people, have access to the information and services necessary to enable them to protect themselves from HIV;
  - (ii) develop national strategies and actions on care and support for people infected and affected by HIV/AIDS;

Also requests the Director-General to keep it informed at regular intervals about the implementation of these requests.”

2. The Director-General has made strong appeals and commitments to the battle against the HIV/AIDS epidemic since this decision was taken. Complementing the appointment of a Coordinator of HIV/AIDS programmes and the establishment of a coordination unit, an internal consultative committee with a membership including all Headquarters units has met nearly 20 times, including several meetings with participation from field offices and other UNAIDS co-sponsoring organizations. This unit has provided a forum for internal decision-making, including monitoring programme execution, allocating of external funds (from UNAIDS and other external sources) through peer review of programmes and projects, decision-making about programme priorities, and mutual exchange and information about professional developments in the area of HIV/AIDS. The number of professional staff working at least part of the time in the field of HIV/AIDS now numbers some 50 people in Headquarters and in the field.

3. An external evaluation of the HIV/AIDS programme for the past 15 years was completed in May 2004 and the report made available on UNESCO’s website.

4. UNESCO has established and convened an Inter-Agency Task Team on HIV/AIDS and education since March 2002. This Task Team has published an inter-agency strategy, sponsored a number of subregional training seminars for education ministry staff (under the leadership of the

World Bank), sponsored several strategy papers on issues such as HIV/AIDS and orphans and vulnerable children, and HIV/AIDS and quality education, and is completing a major international 100-country survey on the readiness of ministries of education to tackle the HIV/AIDS crisis. It coordinates work among its members on issues such as indicators, and contribution to EFA and FTI work. It has submitted several papers in the name of all its members to the EFA monitoring team, and indeed serves as one of the EFA flagship programmes. The membership of the IATT includes all UNAIDS co-sponsors, a number of bilateral donors with strong commitments to HIV/AIDS prevention, and several influential NGOs and individual experts. It has attracted some outside funding for its activities and has required minimal actual financial resources from UNESCO other than a modest secretariat and the services of coordinator.

5. For the past year, the Director-General of UNESCO has chaired the UNAIDS Committee of Cosponsoring Organizations (CCO). In this function, the Director-General obtained the approval of the CCO and an invitation by the Zambian government to hold a CCO meeting in Africa for the first time. This meeting, opened by the President of Zambia in Livingstone and attended by five agency heads, included site visits to HIV/AIDS projects. It also was the opportunity for a ground-breaking meeting bringing together ministers of education, health and finance from six SADC countries.

6. At that meeting, the UNAIDS co-sponsors agreed the launch, under the leadership of UNESCO, of a new global initiative for HIV/AIDS prevention entitled “An AIDS-free Generation in a Generation”. The details of the initiative will be worked out in a series of inter-agency meetings in the coming months, and it will be carried out in full cooperation with important bilateral donors as well, through cooperation with the Inter-Agency Task Team on HIV/AIDS and education. Additional funding is being sought from a variety of donors.

7. The initiative aims at coordinated interventions in the following areas:

- *Curricula* for different age levels and for different levels of previous preparation. They have to deal not only with knowledge, skills and attitudes, but also ways of coping with grief, loss and death and include messages on compassion, care and support for people living with AIDS;
- *Teacher-training modules* to enhance knowledge, motivation and the capacity of teachers to serve as role models in including children affected by AIDS. Training programmes must bring in other professionals, such as young doctors or medical students when important topics are avoided or neglected because of embarrassment or apprehension;
- *HIV/AIDS workplace policies* for the Ministry of Education, schools as well as other institutions;
- *Education finance mechanisms* to guarantee the rights of education to orphans and vulnerable children as an integral part of Education for All. This may entail scholarship programmes for teenage girls for secondary education, school food programmes, abolishing school fees in primary education, etc.;
- *Developing flexible alternatives* to formal education timetables, calendars and curricula so that affected children can benefit from education otherwise inaccessible, etc.;
- *Schools* as sanctuaries for children – not places of risk, abuse and exploitation but of learning, growth and care. In particular they have to be welcoming and supportive of AIDS-affected children: places where they can get food, psychosocial support, life and livelihood skills, etc.;

- *Schools as learning and resource centres for the community* in cooperation with other community organization, to build awareness, to provide prevention education, to promote attitudes of care and compassion, to initiate campaigns for reducing discrimination, information and skills for exposed groups, and to foster practical abilities to make a living;
- *Enhancing planning and management capacity* to deal with the impacts of the epidemic on the demand, supply and quality of education.

8. UNESCO's support for improved responses by Member States has been varied and committed. It is carried out through UNESCO's field network, based on financing both from the regular programme and extrabudgetary funding. Support comes through the UNAIDS partnership, but significant support has also come from the Brazilian Government for the Brazil Office's programmes, and support to a number of national or subregional programmes through bilateral donors. Several countries have developed national HIV/AIDS plans for the education system mainly based on UNESCO technical support. Other activities include support for prevention, elimination of discrimination and reinforcement of human rights through cultural activities, support for the use of media for HIV/AIDS prevention in various ways (multimedia centres, community radio, training of journalists), small grants programmes, support for youth groups and networks, and a wide range of educational activities that include teacher training and teacher-training packages, information and advocacy materials, special programmes for marginalized and vulnerable populations.

9. The UNESCO Strategy for HIV/AIDS Preventive Education has been complemented by regional strategies for Europe, Africa, Arab States, Asia and Pacific, and Latin America and the Caribbean. As already mentioned, UNESCO has provided support for the development of several national HIV/AIDS prevention strategies. The IATT has contributed comment and suggestion that should lead to more attention to HIV/AIDS in EFA and FTI work. More recently the IATT has sponsored the secondment of a specialist to the FTI secretariat to strengthen the attention to HIV/AIDS in FTI work.

### 167 EX/DECISION 3.5.1

#### **DEVELOPMENT OF AN INTERNATIONAL PROGRAMME ON DEMOCRACY WITHIN THE FRAMEWORK OF THE INTERNATIONAL CENTRE FOR HUMAN SCIENCES (ICHS), BYBLOS**

1. At its 167th session, the Executive Board adopted, the Integrated Strategy on Democracy within the Framework of the International Centre for Human Sciences. By 167 EX/Decision 3.5.1, the Executive Board requested the Director-General to develop an international programme on democracy, based on the orientations of the integrated strategy, and invited him to report to it at its 170th session.

#### **Background**

2. In October 2001, a new Director was appointed by the Director-General, in consultation with the Lebanese authorities: Professor Theodor Hanf (Germany) who holds a German research professorship and is seconded by the German authorities to the International Centre for Human Sciences, in Byblos. Soon after, a research programme had been developed and three pilot projects launched. In January 2002, the regular work of the Centre started.

3. In June 2002, the Director-General, after consultation with the Lebanese Minister of Culture, invited ten international personalities to join the International Scientific Committee of the Centre, which gives advice on the Centre's programme. The Committee has now met four times, and has forwarded its recommendations to the Board of Management.

4. The mission of the Centre is to promote comparative research on the nature of democracy and its development, in particular with reference to the relationship between cultural perceptions and democracy. The Centre will foster interregional and international exchanges and cooperation, serving as a forum to disseminate the results of research conducted on the subject, to build up research capacities in different regions in the field of the social and human sciences, as well as to foster and strengthen networks of institutes conducting similar research. The Centre belongs to category 2 under the UNESCO criteria applicable to institutes and centres, signifying that it is a centre "under the auspices of UNESCO". In the light of the ongoing evaluation by the Task Force on UNESCO Centres and Institutes established by the Director-General with a view to re-organizing and giving coherence to these entities (165 EX/20), some adjustments may be required in the future.

5. The Strategy contains the three following actions:

- Action I: Fostering Comparative Analytical Research, coordinated by the Byblos Centre;
- Action II: Organizing International Dialogues on the Future of Democracy, coordinated by the International Panel on Democracy and Development, chaired by Mr Boutros Boutros-Ghali;
- Action III: Supporting Democracy in Post-Conflict Societies, coordinated by UNESCO Headquarters in Paris.

#### **The International Programme on Democracy (IPDD)**

6. During the period of October 2003-March 2004, extensive consultations concerning the implementation of the Strategy were held with experts and potential partners, as well as with the Director of the Byblos Centre, the Lebanese Government and the Chair of the International Panel on

Democracy and Development (IPDD), Mr Boutros Boutros-Ghali. Furthermore, in order to discuss the programme of work and the key areas of focus, a joint meeting of the Scientific Committee of the Byblos Centre and of IPDD was held on 8 and 9 March 2004. This joint meeting brought together the main members of the IPDD and of the Scientific Committee, as well as key experts on democracy, peace and governance from Afghanistan, Iraq and the Democratic Republic of the Congo. The discussions centred on identifying a programme on democracy which would make a substantial contribution in the international efforts on democracy-building without creating overlap with other agencies.

#### Action I – Fostering Comparative Analytical Research

7. Action I of the Strategy concerns the research programme of the Byblos Centre which aims to conduct comparative empirical research (case studies) on hypotheses about determinants of democracy in order to analyse the compatibility of democracy with the will of the people living under diverse cultural traditions. These studies are conducted in the field through surveys, opinion polls and analysis of media, focusing on citizens' attitudes to democracy. The expected result is to provide a new approach to democracy theory through hypotheses about the relevance of different determinants derived from the case studies. The current programme of work for 2003-2004 consists of: (1) ten research projects undertaken in eight countries;<sup>1</sup> (2) four seminars, international conferences and public lectures; (3) three seminars and autumn school sessions in the context of a capacity-building programme.

8. Research projects: The themes of the ten research projects currently being carried out are: (1) Cultural change and the prospects of democracy in post-apartheid South Africa; (2) Cultural change and the prospects of democracy in the Democratic Republic of the Congo; (3) Cultural change and the prospects of democracy in Georgia; (4) Cultural perceptions and interpretations in institutions of political socialization in Jordan; (5) Interpretations of culture in the Jordanian political process: an elite survey; (6) Attitudes of the Jordanian population to culture and democracy; (7) Attitudes of Palestinian refugees in Lebanon to culture and democracy; (8) Cultural change and the prospects of democracy in Malaysia; (9) Cultural change and the prospects of democracy in Namibia; and (10) Cultural change and the prospects of democracy in Pakistan.

9. Seminars and international conferences: A seminar was organized in September 2003 on the topic "God's Rule and Caesar's Rule: Exploring the Spaces between Theocracy and Secularism". This seminar gathered 30 researchers from Austria, Belgium, Egypt, France, Germany, Great Britain, Jordan, Lebanon, Tunisia and Turkey. The discussions centred on the perceptions of the Western and Muslim countries on Islamic and secular systems of governance. Papers from this seminar are currently being finalized for publication. In addition, an international public conference on the topic "The Iraqi Paradox: Self-determination under Occupation?" took place in Beirut in July 2003. This conference gathered members of the Iraqi diaspora, Lebanese public figures, journalists, and intellectuals, who discussed the current situation in Iraq, as well as the future for democracy in this country.

10. Capacity-building: The capacity-building programme consists of research training, a tutorship programme, and the Byblos Middle East Autumn School. Two research seminars for doctoral students took place in 2003-2004 in the context of the tutorship programme, where French, German, Lebanese and Palestinian students presented and discussed their ongoing research projects. Regarding the Byblos Autumn School, the 2003 session was held in Germany on the topic "Ethno-

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<sup>1</sup> The Democratic Republic of the Congo, Georgia, Jordan, South Africa, Lebanon, Malaysia, Namibia and Pakistan.

Religious Conflicts and Modes of their Regulation”, with the participation of 40 scholars, graduate students, politicians and NGO activists from 14 countries.

## Action II Organizing International Dialogues on the Future of Democracy

11. Action II of the Strategy concerns the work of the IPDD chaired by Mr Boutros Boutros-Ghali,<sup>2</sup> which aims to foster international dialogues and prospective analysis on the new global challenges to democratic development. The dialogues are grounded on reflection and research on democratic norms, values and principles and their relationship to the key issues of globalization and development. The results of the research conducted by the Byblos Centre will also serve as a basis for discussion. For the dialogues, regional conferences will be organized and will include the participation of the local community and should be organized in partnership with the UNESCO National Commission, the field office and UNESCO Headquarters.

12. The first in the series of international conferences was organized in Lebanon. The conference, entitled “Democracy and Peace” (2-3 June 2003, Beirut, Lebanon), gathered key members of IPDD, Lebanese policy-makers, and the local community of academia, civil society, diplomacy and students. This was realized with the cooperation of the Byblos Centre, IPDD, UNESCO Headquarters and the Beirut Office under the auspices of the Lebanese Ministry of Culture. The results of the conference have been published in three languages (English, French and Arabic).

13. IPDD will be enlarged by additional members, namely in the fields of philosophy and the social sciences. Eminent people should be contacted to invigorate the debate, as well as to give visibility to the work of UNESCO in this domain.

14. Within the framework of the dialogues, efforts will be made to encourage continued debate in the regions beyond the conferences of IPDD, and to find ways to hold public debates on domestic and regional levels with local partners. IPDD will also establish partnerships with international institutes, such as the United Nations University or the International Peace Academy, which are working on democracy and globalization.

15. It was proposed that IPDD organize annual public conferences on the following themes:

- (a) Democracy and social justice (Latin America, March 2005);
- (b) Globalization and democracy (Europe, March 2006);
- (c) Juridical conditions of democratic development (Asia, March 2007);
- (d) Democracy and culture (Africa, March 2008).

Each conference would be preceded by a brainstorming session and the outcome would be a publication.

## Action III Supporting Democracy in Post-Conflict Societies

16. Action III of the Strategy aims to encourage the promotion of democracy by local actors in the academic community who will make use of the results of the analytical research produced by

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<sup>2</sup> The International Panel on Democracy and Development was set up in March 1998 by the Director-General. The Panel is made up of 20 leading figures from every region of the world and from a wide range of disciplines. The panel has developed a programme of action to be proposed to UNESCO, as well as a series of recommendations, it being understood that its priorities should include the cultural dimension of development and the need to encourage the emergence of a democratic culture at the world level.

Byblos and the debate generated by IPDD. Three post-conflict societies have been selected for the Strategy in accordance with the priority set by UNESCO: Afghanistan, the Democratic Republic of the Congo and Iraq. The following activities are proposed:

17. Afghanistan:

- A study on attitudes of the Afghan population towards democratic development and inter-ethnic relations will be conducted in 2004;
- The Byblos Autumn School will host a session on the themes: Theories of Democracy and Conflict Regulation with the participation of Afghan researchers, scholars and intellectuals;
- A programme on voter education will be organized, with the following activities:
  - Conducting a baseline survey on Afghan citizens' media exposure, the state of knowledge on electoral procedures and on basic attitudes towards democracy. This study can be designed and analysed by the Byblos Centre; an agency, commercial or academic, capable of conducting the fieldwork, needs to be identified;
  - Organizing a workshop on voter education for some 30 Afghan radio and television producers, journalists, academics, and other persons with multiplier functions. South African and European Union experts could act as resource persons;
  - Conducting 20 focus group sessions with participants from various Afghan population groups exploring variations in expectations of a future democratic order in Afghanistan. The sessions should be led by Afghan academics to be trained by a specialist in qualitative methods of inquiry. The transcripts of the sessions should be analysed by two to three Afghan social scientists advised by the specialist;
  - Writing, on the base of the baseline survey's and the focus group sessions' sessions, a voter education manual for the use of NGOs and/or government agencies willing to practise voter education;
  - Conducting three pilot voter-education sessions in order to test the manual.

18. Democratic Republic of the Congo:

- A study/survey in Kinshasa was conducted on the attitudes of the general public towards democratic development and inter-ethnic relations in early 2004. The results will be published in 2004;
- A workshop with scholars from the region is planned in order to discuss the state of research on conflict regulation and democratic development in the Democratic Republic of the Congo.

19. Iraq:

- A voter education programme will be launched in order to build the capacity of the general public in Iraq, most of who never voted before. As such, the following activities could be implemented:

- Conducting a baseline survey on Iraqi citizens' media exposure, the state of knowledge on electoral procedures and on basic attitudes towards democracy. This study can be designed and analysed by the Byblos Centre; an agency, commercial or academic, capable of conducting the fieldwork, needs to be identified;
- Organizing a Byblos workshop on Voter Education for some 30 Iraqi radio and television producers, journalists, academics, and other persons with multiplier functions. South African and European Union experts could act as resource persons;
- Conducting 20 focus group sessions with participants from various Iraqi population groups exploring variations in expectations of a future democratic order in Iraq. The sessions should be led by Iraqi academics to be trained by a specialist in qualitative methods of inquiry. The transcripts of the sessions should be analysed by two to three Iraqi social scientists advised by the specialist;
- Writing, on the base of the baseline survey's and the focus group sessions' sessions, a voter education manual for the use of NGOs and/or government agencies willing to practise voter education;
- Conducting three pilot voter-education sessions in order to test the manual.

### **The Next Steps**

20. In the coming months, UNESCO will step up its efforts to strengthen partnerships with other relevant institutes and agencies working on democratic development, and to work towards a coherent methodology of work with the other United Nations agencies. Efforts will also be made to give more visibility to the work of both the Byblos Centre and the IPDD. Concerning democratic development in the post-conflict societies, UNESCO will continue its cooperation with the United Nations Headquarters, the specialized agencies and NGOs.

## 32 C/RESOLUTION 25

### OUTLINE PLAN OF ACTION ON THE IMPACT OF THE UNIVERSAL DECLARATION ON THE HUMAN GENOME AND HUMAN RIGHTS

1. In accordance with the Guidelines for the Implementation of the Universal Declaration on the Human Genome and Human Rights (30 C/Resolution 23), in 2002-2003 UNESCO carried out an evaluation of the impact of the Universal Declaration worldwide with Member States, intergovernmental and non-governmental organizations, national bodies, faculties, institutes and UNESCO Chairs, experts and the private sector.
2. Having examined the report on the evaluation of the implementation of the Universal Declaration on the Human Genome and Human Rights (32 C/Resolution 23), the General Conference, at its 32nd session, invited the Director-General to continue to evaluate the impact of the Universal Declaration and to submit an outline plan of action to this effect to the Executive Board at its 170th session (32 C/Resolution 25).
3. To this end and to obtain a better overview of the impact of the Universal Declaration, five areas of evaluation have been identified: (1) the international scene; (2) national standard-setting sphere; (3) general public information and awareness-raising; (4) the education sphere; and (5) national capacity-building. For each area, a number of concrete indicators and parameters will be identified in order to evaluate to what extent the Universal Declaration has to date influenced the development of bioethics worldwide.
4. As far as the international scene is concerned, to what extent has the Universal Declaration influenced the international bioethical debate and inspired the work of competent organizations and institutions in this field?
5. In the national standard-setting sphere, to what extent has the Universal Declaration played a part in the elaboration of national legislation or guidelines and regulations in the field of bioethics? Is the Universal Declaration quoted or mentioned in national legislation or guidelines and regulations in the field of bioethics?
6. Concerning general public information and awareness-raising, to what extent has the Universal Declaration been quoted in the media or has been the subject of press articles? To what extent is the Universal Declaration the subject of information meetings or workshops for its implementation?
7. As to the education sphere, to what extent has the Universal Declaration been integrated into teaching programmes as well as course curricula and postgraduate activities, addressed to specific professional groups (lawyers, health professionals and policy-makers)?
8. With regard to national capacity-building, to what extent has the Universal Declaration promoted reflection and debate on bioethics at national and regional level? Have national bioethics committees been set up? Have other relevant national bodies (health research councils, genomics centres, etc.) been established?
9. On the international scene, it cannot be denied that the Universal Declaration on the Human Genome and Human Rights has become a reference in the field of bioethics. The adoption of the Universal Declaration has stimulated reflection both between Member States and among intergovernmental organizations. Within UNESCO, the work carried out by the Organization – be it the adoption of the International Declaration on Human Genetic Data (2003) or the mandate given

by the General Conference to draft a declaration on universal norms on bioethics – bears witness to the impact that this pioneering text has had on the international community and on decision-makers.

10. Within the framework of other intergovernmental organizations or institutions, a number of developments in the field of bioethics, since the adoption of the Universal Declaration, particularly within the United Nations system, has given added importance to its impact. These include, *inter alia*, the ongoing work within the United Nations General Assembly concerning the elaboration of an international convention against the reproductive cloning of human beings, in accordance with Article 11 of the Universal Declaration. The Commission on Human Rights referred to the Universal Declaration in its resolutions 1999/69 and 2001/71 and, at the request of the High Commissioner, a Group of Experts on Human Rights and Biotechnology met in Geneva in January 2002 to consider possible issues on which the Office might provide follow-up to the UNESCO Universal Declaration. Furthermore, ECOSOC, in deciding to deal with “genetic and non-discrimination”, referred explicitly to the Universal Declaration in its resolution 2001/39. The FAO Intergovernmental Commission on Genetic Resources for Food and Agriculture agreed to develop an international code of conduct on biotechnology as it relates to genetic resources for food and agriculture. It has been suggested that such a code and declaration could be developed along the model of the Universal Declaration on the Human Genome and Human Rights. Lastly, the establishment of the United Nations Inter-Agency Committee on Bioethics in March 2003 at the initiative of UNESCO in application of point 3.7.1 of the Guidelines of the Universal Declaration and the success this Committee has already met, show how the Universal Declaration has played a role in strengthening cooperation between intergovernmental organizations in the field of bioethics.

11. Any future steps in the evaluation of the Universal Declaration would be void if they are not accompanied by activities for its implementation. Such activities will aim at promoting the principles set out in the Universal Declaration and implementing it and, at the same time, will provide information relevant to the evaluation of the impact of the Universal Declaration. UNESCO’s action will therefore necessarily link the evaluation to the implementation of the Universal Declaration.

12. Indeed, most activities already envisaged for the implementation of the Programme and Budget for 2004-2005, by aiming at or by being concerned with implementing the Universal Declaration on the Human Genome and Human Rights and the International Declaration on Human Genetic Data (2003), contribute to the overall evaluation of its impact.

13. The rotating conferences organized in the framework of the “Ethics around the world” project clearly illustrate this approach: on one hand, they are an opportunity to promote and implement the principles of the Universal Declaration (for instance, by discussing at national level ways and means of incorporating them into national legislation and regulation or by establishing national bioethics committees or implementing ethics teaching programmes) and, on the other hand, they provide an ideal framework for gathering valuable information at national and local level (state of the art on legislation and regulations, mapping of teaching centres and programmes, identification of relevant bodies, etc.) for the evaluation of the impact of the Universal Declaration.

14. As to the national and regional levels, the establishment of an extensive computerized database compiling information on ethics of science and technology, with emphasis on bioethics, legislation and regulations, experts, institutions and academic centres aims at providing Member States and UNESCO itself with materials suitable to initiate normative and legal actions, to set up national bioethics committees, to create networks and to establish and improve teaching programmes. At the same time, the information compiled in the database will furnish invaluable information regarding the evaluation of the impact of the Universal Declaration at national and regional levels.

15. The Universal Declaration has been translated into a large number of languages at the initiative of National Commissions and other national institutions and, on a number of occasions, Member States and specialists have expressed the need for a wide dissemination of these versions. The collection of these various language versions, in order to make them available on paper and on the UNESCO bioethics website will respond to this need. The requests and visits to the website could be good indicators of the impact of the Universal Declaration.

16. Furthermore, the organization of a legal workshop with high-level international experts and jurists, foreseen in the present work plans, to define legal models oriented to national lawmakers, will facilitate the implementation of the principles set forth in the Universal Declaration and the International Declaration on Human Genetic Data and will assist Member States, at their request, in the drafting of national legislation and regulations in the field of bioethics.

17. In conclusion, UNESCO is organizing its action in a long-term perspective in order to evaluate the impact of the Universal Declaration along the afore-mentioned main areas. In a first stage, beginning during the present biennium, UNESCO will focus on the standard-setting area and on the impact of the Universal Declaration on national law and regulations. It will therefore develop the other areas of evaluation as UNESCO's activities in these areas develop.

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OF DECISIONS AND RESOLUTIONS ADOPTED BY THE EXECUTIVE BOARD  
AND THE GENERAL CONFERENCE AT THEIR PREVIOUS SESSIONS**

**PART II**

**SUMMARY**

This report is intended to inform the Members of the Executive Board of progress in the follow-up of decisions adopted by the Executive Board at its previous sessions.

Part II concerns administrative and financial matters.

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**162 EX/DECISION 3.1.2; 32 C/RESOLUTION 61 (I); 169 EX/DECISION 3.3 (I)**

**STAFF POLICY**

1. In accordance with the Executive Board's decisions 162 EX/Decision 3.1.2 and 169 EX/Decision 3.3 (I) and the General Conference resolution 32 C/Resolution 61 (I), the Director-General presents a progress report on the implementation of new modalities for recruiting experts on contracts for projects of limited duration (Section I) and on the preparation of the medium- and long-term staffing strategy (Section II).

**Section 1: Implementation of the new contractual arrangements**

**Introduction**

2. Pursuant to the request of the Executive Board at its 160th session (160 EX/Decision 3.1.2 (I)) to accelerate the introduction of new contractual arrangements for recruiting experts for projects of limited duration, the Director-General recommended the introduction of the Appointment of Limited Duration (ALD) in line with the practice established in the United Nations and UNDP, and submitted a proposal in this respect at the 162nd session of the Executive Board (162 EX/5). The Executive Board approved the introduction of the ALD contract, on an experimental basis, for the purpose and under the conditions stipulated in the Secretariat's proposal, and invited the Director-General to report regularly on the progress of implementation (162 EX/Decision 3.1.2). The purpose of Section I of this document is to provide an update on the implementation of the ALD scheme to the Executive Board, after two years of implementation.

**Objectives of the ALD scheme**

3. The objective of the Appointment of Limited Duration (ALD) is to provide to the Organization a contractual tool which would respond better to mid-term operational needs and include the necessary flexibility, simplicity of recruitment and administration to allow for a rapid deployment of staff on projects or activities of a finite duration, under adequate terms and conditions of service, including staff member status.

4. The Appointment of Limited Duration was introduced in July 2002 (Administrative Circular No. 2160), together with General Conditions applicable to the ALD appointments and Guidelines for the recruitment of this new category of staff, to assist the responsible line managers and administrative staff.

**Main characteristics**

5. ALD staff are governed by the Staff Regulations and the General Conditions applicable to ALD appointments. The ALD is used for professional or programme specialist functions and covers projects or activities of a limited duration. It is limited to technical cooperation in the field and to posts financed from extrabudgetary funds (in the field and at Headquarters). The duration of these appointments may not exceed three years, with a possibility of extension, exceptionally, for a fourth and final year. The ALD does not carry any expectation of renewal or conversion to another type of appointment. Staff recruited on ALDs are not subject to geographical distribution, since their appointment is for a limited duration, against extrabudgetary funds. Under the new recruitment policy, ALD staff are considered external candidates when applying for posts in the Secretariat.

6. In addition to conferring staff member status, the ALD provides a flexible, simple and adequate compensation package based on the lump-sum approach, which is used in the United

Nations Secretariat and in UNDP, including social security coverage. The recruitment process, which is swift and simplified, is delegated to sectors, bureaux and field offices.

### Update on Progress: Overview of the use of the ALD

#### Number of staff recruited under ALDs

7. A review has been conducted to evaluate the use made of the new ALD contract since its introduction in July 2002. From July 2002 to May 2004, 99 staff have been recruited on ALD contracts, the majority of them for assignments in programme sectors, notably in the Education Sector (53%) and in the Institute for Statistics (UIS) (22%) (see Table 1). These contracts concerned extrabudgetary-funded projects and activities in the field (54%), of which more than 20 in the context of the Oil-for-Food operation in Iraq, and at Headquarters (46%). From the 99 ALD staff members recruited since July 2002, 64 are still in service. The average length of ALD contracts is 14 months. The turnover rate is relatively high (35%), with, *inter alia*, a high number of staff having left after the discontinuation of the Oil-for-Food Programme.

**TABLE 1**

**Number of ALD contracts at Headquarters and in the field, by sectors  
(10/05/2004)**

Sectors	Headquarters		Field		Total	%
	Number of expired ALD contracts	Number of active ALD contracts	Number of expired ALD contracts	Number of active ALD contracts		
ED	6	18	22	6	52	53
UIS			1	21	22	22
SC	3	3		1	7	7
CLT		4		1	5	5
IOS	1	4			5	5
ERC	1	2			3	3
ADM	1	1			2	2
CI		1			1	1
SHS		1			1	1
BFC				1	1	1
<b>Total</b>	12	34	23	30	99	100

#### Type of assignments and level of ALD staff

8. Staff were recruited on ALDs for functions at all levels, with 62% recruited at P-3/P-4 levels, 21% at P-1/P-2 level, and 16% at P-5 level. One ALD (the Chief Editor in the EFA team) was recruited at D-1 level (see Table 2). The assignments covered a wide range of functions, from highly specialized functions to more junior support duties.

9. In the field, assignments included project formulation, implementation and management, and also activities of an administrative/technical nature of a limited duration. At Headquarters, the large majority of ALD staff (78%) were hired in programme sectors, and assigned to a variety of programmes, including to priority programmes (Oil-for-Food: 22; Education for All: 5; Water: 1; and Ethics of Science and Technology: 1). Functions ranged from high expertise and coordinating duties to technical support to extrabudgetary funded projects, including the preparation of documents, studies and reports (see Tables 3 and 4).

**TABLE 2**

**Number of ALDs by grade levels (Headquarters/field)**

	<b>D1</b>	<b>P5</b>	<b>P4</b>	<b>P3</b>	<b>P2</b>	<b>P1</b>	<b>Total</b>
Total field	0	6	27	13	5	2	53
Total Headquarters	1	10	6	15	10	4	46
<b>Total</b>	<b>1</b>	<b>16</b>	<b>33</b>	<b>28</b>	<b>15</b>	<b>6</b>	<b>99</b>
	<b>1.0%</b>	<b>16.2%</b>	<b>33.3%</b>	<b>28.3%</b>	<b>15.2%</b>	<b>6.1%</b>	

**TABLE 3**

**Number of ALDs at Headquarters by sector/bureau and by grade levels**

<b>Sectors</b>	<b>D1</b>	<b>P5</b>	<b>P4</b>	<b>P3</b>	<b>P2</b>	<b>P1</b>	<b>Total</b>
Education	1	9	3	4	4	3	24
Sciences			1	4	1		6
Culture		1		2	1		4
Communication			1				1
Social sciences			1				1
<b>Total programme sectors</b>	<b>1</b>	<b>10</b>	<b>6</b>	<b>10</b>	<b>6</b>	<b>3</b>	<b>36</b>
IOS				2	2	1	5
ERC				2	1		3
ADM				2			2
<b>Total support sectors/bureaux</b>				<b>6</b>	<b>3</b>	<b>1</b>	<b>10</b>
<b>Total Headquarters</b>	<b>1</b>	<b>10</b>	<b>6</b>	<b>16</b>	<b>9</b>	<b>4</b>	<b>46</b>

**TABLE 4**

**Number of ALDs in the field by country of assignment and by grade levels**

<b>Country of assignment</b>	<b>D1</b>	<b>P5</b>	<b>P4</b>	<b>P3</b>	<b>P2</b>	<b>P1</b>	<b>Total</b>
CAMBODIA				1			1
CANADA		2	3	4	2	2	13
CHILE			1				1
CHINA					1		1
GERMANY				1			1
HAITI		2					2
IRAQ		2	17	3			22
SAUDI ARABIA			1				1
SENEGAL			1	1			2
SWITZERLAND			1				1
THAILAND			1		1		2
ZIMBABWE			2	3	1		6
<b>Total field</b>		<b>6</b>	<b>27</b>	<b>13</b>	<b>5</b>	<b>2</b>	<b>53</b>

**Geographical and gender diversity**

10. ALD staff represented 45 different nationalities (Table 5). The gender distribution was 62% male and 38% female and the average age of ALD staff members is around 40.

**TABLE 5****Number of ALDs by nationality**

Nationality	Total
ARGENTINA	1
AUSTRALIA	6
AUSTRIA	1
BELGIUM	2
BRAZIL	1
BULGARIA	1
BURKINA FASO	1
CANADA	8
DENMARK	1
ETHIOPIA	1
FINLAND	1
FRANCE	6
GERMANY	3
HAITI	2
INDIA	3
INDONESIA	1
ITALY	2
JAPAN	8
JORDAN	1
KENYA	4
LEBANON	1
MADAGASCAR	1
MAURITANIA	1
MAURITIUS	1
MOROCCO	2
MYANMAR	1
NETHERLANDS	2
NORWAY	1
PERU	1
PHILIPPINES	3
POLAND	2
REPUBLIC OF KOREA	1
ROMANIA	1
RUSSIAN FEDERATION	1
SENEGAL	1
SPAIN	2
SRI LANKA	1
SWEDEN	4
SWITZERLAND	1
TOGO	1
UNITED STATES OF AMERICA	7
UNITED KINGDOM	4
UGANDA	1
UKRAINE	1
ZIMBABWE	2
STATELESS	1
<b>TOTAL</b>	<b>99</b>

### **Evaluation of the ALD scheme: Findings**

11. For the majority of line managers who have used ALDs, this new contract has proven a useful and flexible tool for recruiting staff for time-limited projects of activities. The simplicity and rapidity of the selection and recruitment process, together with the delegation of recruitment authority have resulted in a rapid hiring and deployment of ALD staff, and are cited as key positive aspects of the ALD scheme by line managers and administrative staff. The simplicity of the administration of the ALD contract is also highlighted as a positive factor, as it contributes to a significant reduction of the administrative workload. Staff recruited on ALD contracts cost less than staff recruited on fixed-term contracts, since the benefits that ALDs receive, expressed in a lump sum, do not encompass the full range of benefits associated with a fixed-term contract.

12. No major issues were encountered in terms of administrative implementation of ALD contracts. Some practical difficulties, however, were signalled in relation with the assessment of the levels of the terms of reference and the evaluation of the remuneration package. To address these issues, HRM is offering increased technical assistance and will continue to provide special briefing sessions for Administrative Officers. HRM will also continue to monitor the recruitment of ALDs, while preserving the simplicity and rapidity of the process.

13. The current ALD remuneration package is designed for international professional staff only. The need for recruiting, at a local level, national professional staff on ALD contracts may, however, arise in particular in some field operations, including post-conflict, where the ALD, which confers staff member status and social security coverage, would be useful as a contractual tool. It is thus proposed to introduce, along the lines of UNDP, a remuneration package that will allow the hiring on ALDs of national professional staff in field locations for projects of limited duration.

### **Conclusion and recommendations**

14. It can be asserted that the ALD scheme has met its objectives and has proven a useful, flexible and cost-effective tool to address mid-term operational staffing needs. It is therefore recommended to pursue the experimentation of ALDs for a further two years and continue to monitor and evaluate its use. A comprehensive review will be undertaken by the end of 2006.

15. To increase the usefulness of the scheme, one adjustment is proposed at this stage, i.e. the possibility to use ALDs to recruit professional staff at the local level, under similar conditions as the current scheme, e.g. for activities of limited duration funded from extrabudgetary resources, with local salary scales and benefits.

## **Section 2: Progress report on the medium- and long-term staffing strategy**

### **Background**

16. The Executive Board (164 EX/Decision 3.1.2) and the General Conference (32 C/Resolution 61) have requested the Director-General to establish a medium- and long-term strategy for UNESCO staffing in terms of “overall staff numbers and of the balance between core staff and professional staff on short-term contracts, and between staff at Headquarters and in the field”. At its 169th session, the Executive Board requested the Director-General to report to this session on the preparation of the medium- and long-term staffing strategy, “setting it within the context of UNESCO’s strategic objectives in the various programme areas”.

### **Preliminary work**

17. Preliminary work on the staffing strategy started with the review by a working group of senior managers from sectors/bureaux of key staffing issues, and the formulation of a number of proposals and staffing principles. The working group reviewed a variety of issues such as the role of Headquarters versus the field, the core functions, the profile of the programme specialist, the redefinition of the role and type of support staff and the balance between Professional staff and General Service staff at Headquarters. Drawing on the work of the working group, the Director-General, addressing Member States in the private session of the Executive Board in April 2003, outlined his views and ideas on a number of fundamental staffing premises, with a view to securing initial reactions.

18. Further consultations were held with some 90 Professional staff (Headquarters and field) from the Education Sector on the skills and competency requirements for programme specialists at Headquarters and in the field. Finally, a consultation at the senior managerial level took place during the Global Meeting in March 2004. Some 130 senior managers from Headquarters and the field debated on UNESCO's future staffing pattern, and formulated recommendations in this regard. These consultations elicited a significant amount of useful information and feedback, on which the Secretariat shall draw to develop the staffing strategy.

### **Development of the staffing strategy**

19. An action plan for the development of the staffing strategy has been prepared. This process will be highly consultative, including consultations with all major stakeholders.

20. The development will take place in two stages. In the first stage, a draft framework for the staffing strategy will be prepared in August 2004 and will be presented at meetings of the regional groups of the Executive Board during the month of September. There will also be internal consultations with the major stakeholders (ADGs of sectors, directors of bureaux, directors of field offices and staff representatives, the College of ADGs and the directorate).

21. In a second stage, after the approval by the Director-General of the draft framework, HRM will prepare a comprehensive document and launch a second round of consultations in November 2004 with the same key stakeholders, including each of the regional groups of the Executive Board. The strategy, including the strategic framework, policy decisions and an implementation action plan, will be presented in January 2005 for the Director-General's approval, for submission to the Executive Board for its consideration at its 171st session in Spring 2005.

### **167 EX/DECISION 3.3.1**

#### **UNESCO INTERNATIONAL INSTITUTE FOR CAPACITY-BUILDING IN AFRICA**

1. After examining and discussing the Report by the Governing Board of the UNESCO International Institute for Capacity-Building in Africa (IICBA) on the Institute's activities in 2002-2003 (167 EX/6 and 167 EX/56, Part II), the Executive Board adopted 167 EX/Decision 3.3.1 in which it encouraged "the Director-General to continue his efforts to increase the human, financial and material resources of the Institute" and invited "the Director-General to report to it thereon at its 170th session".

2. Financial resources were the first to be increased. The financial allocation for IICBA was increased by \$800,000, going up from \$1,200,000 in 2000-2001 (31 C/5) to \$2,000,000 in 2002-2003 (32 C/5). In addition, another \$100,000 has recently been approved for IICBA for post-conflict activities in the Democratic Republic of the Congo and in Liberia. As regards human resources, a new Education post for a P-3 specialist in educational planning and economic development has been approved. Following the retirement of the Director of IICBA at the beginning of the year, recruitment for her replacement is under way.