



United Nations
Educational, Scientific and
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Organisation
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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、
科学及文化组织

Executive Board
Conseil exécutif
执行局

Consejo Ejecutivo

EX

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Paris, 23 septembre – 11 octobre 2013

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PARIS, 4 April 2014

Summary records

Comptes rendus analytiques

Actas resumidas

Краткие отчеты

المحاضر المختصرة

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All the terms used in this collection of texts to designate the person discharging duties or functions are to be interpreted as implying that men and women are equally eligible to fill any post or seat associated with the discharge of these duties and functions.

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Ms Maria VICIEN-MILBURN (Legal Adviser)
Mr Michael MILLWARD (Secretary of the Executive Board)
and other members of the Secretariat

AGENDA

Item

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- 2 Approval of the summary records of the 191st session and the 5th Special Session
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Part VII: Establishment, in the premises of the Villa Ocampo in Buenos Aires, Argentina, of a Regional Centre for Arts and Culture¹

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¹ This sub-item has been withdrawn

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FIRST MEETING

Friday 30 September 2013, 10.10 a.m. – 12.00 p.m.

Chair: Ms Cummins (Barbados)

OPENING OF THE 192nd SESSION

Opening of the 192nd session by the Chair of the Executive Board

1.1 The Chair *in extenso*:

Madam President of the General Conference, Madam Director-General, distinguished Members of the Executive Board, Excellencies, ladies and gentlemen, welcome to the 192nd session of the Executive Board. At the outset, I would like to take this opportunity to extend special greetings to the newly appointed representatives to the Board: Belarus, Belgium, Czech Republic, Egypt, Ethiopia, France, Haiti, Italy, Mexico, Pakistan and Thailand. You are all welcome.

1.2 Dear colleagues, this is the fourth and last regular session of the biennium, and the final opportunity for us to complete our work prior to the 37th session of the General Conference. I wish to draw your attention to the importance of this session, during which the Board will be required to make recommendations to the General Conference on several items on its agenda for its approval, in particular on the Draft Medium-Term Strategy for 2014-2021 (37 C/4) and, more importantly, on the Draft Programme and Budget for 2014-2017 (37 C/5). As you are aware, these proposals reflect the Organization's move towards a quadrennial planning cycle, aligning UNESCO with the rest of the United Nations system, and have far-reaching implications for the Organization's role on the international stage. The periods covered by both documents 37 C/4 and 37 C/5 coincide with the 2015 deadline for achieving the Millennium Development Goals (MDGs) and overlap with the United Nations system's discussion and decision on what should come after. Thus, this session is also the last occasion before the General Conference for the Board to consider UNESCO's participation in the preparations for the post-2015 development agenda, including the post-2015 perspective of the education for all (EFA) movement. Keeping in mind the proposed draft C/4 and C/5 documents, Board Members should carefully reflect on how to advocate for a stronger role for UNESCO in the implementation of the post-2015 international sustainable development agenda, leveraging the Organization's pluridisciplinary competences in education, science, culture and communication. The forthcoming General Conference would be an opportunity to initiate such a dialogue among Member States, building momentum towards a cohesive voice at the United Nations next year.

1.3 Distinguished delegates, the Board should also pay particular attention to the outcomes of the deliberations of the Special Committee on the schedule and workload of Executive Board sessions in the new quadrennial cycle. The proposals contained in this item will hopefully increase the operational efficiency and synergy of Board mechanisms in the new planning cycle. Moreover, during this session, we will continue to monitor the progress made in enacting the recommendations of the independent external evaluation. Related to this are the items concerning the field network reform, the implementation of results-based budgeting (RBB), improved management of extrabudgetary funds and the comprehensive partnership strategy. In short, the Board will be taking stock of the strengths and weaknesses of

the Organization over this biennium, and we will need to fulfil our role in taking decisions on proposed measures for further improvements in the coming years, before the end of our mandate.

1.4 Furthermore, the Board will also be required to make recommendations to the General Conference on various items relating to the Conference itself, in particular the submission of nominations for the offices of its President and Vice-Presidents. It goes without saying, however, that another key item on the agenda is item 22 "Nomination of a candidate for the post of Director-General of UNESCO". As you know, the Executive Board is expected to propose to the General Conference the name of a candidate. It is surely highly anticipated that the Board will take seriously its responsibilities in terms of carefully evaluating the merits and capabilities of each of the candidates to undertake the challenging work awaiting them during the next mandate.

1.5 Ladies and gentlemen, the Organization's work for this biennium continues to be carried out within the context of a deepening financial crisis, due specifically to the non-payment of contributions by certain Member States. Despite the efforts of the Director-General and the additional financial support extended by Member States to UNESCO, this budgetary shortfall remains significant and is profoundly impacting on the Organization's capacity for implementation of document 36 C/5 Approved. The Director-General's roadmap to address this situation has ensured that certain key expected results in the 36 C/5 document are delivered, but a large number of foreseen activities have inevitably been left unfunded. That is the harsh reality for this biennium. It has seriously damaged the Organization's capacity and reputation at the international level, especially its actions in the field, and it is a great disservice to developing countries – countries that need UNESCO's assistance the most. The spectre of a continuing financial shortfall for the next biennium, and the concern expressed by the Director-General about Member States exercising their responsibilities in determining the Organization's orientation, made it necessary for the Board to take extraordinary measures in the intersessional period to identify and adopt a set of programmatic priorities for draft document 37 C/5 during its 5th special session in July this year. In many ways, this exercise has reaffirmed the positive value of UNESCO to Member States. It has revealed that no matter how cumbersome the Organization's structures may be, Member States do value the combination of competencies in this House, and this House alone – a combination of competencies which is unique within the United Nations system. It has shown that it is that interdisciplinary combination that Member States deem important and not just individual themes or programmes. Dear colleagues and friends, as we are forced to consider drastic actions to address the continued significant budgetary shortfall next biennium, we must protect the core competencies of the Organization – the special make-up unique to this House. UNESCO must not be reduced to dollars and cents; it is more than just its budget.

1.6 UNESCO cannot function without the intellectual capacities of the Secretariat – to deliver quality programmes, as demanded by Member States, we need its multidisciplinary capacities. UNESCO cannot survive without the long-term expertise of the Secretariat, without the established institutional memory of its staff, and the care and commitment of so many individuals. Indeed, it would be naive, if not downright irresponsible and a total fallacy, to think it appropriate, efficient or cost-effective to

call only on consultants to realize UNESCO's mandate. That would be absolutely unsustainable and would undoubtedly lead to the eventual complete destruction of the Organization. It is an outcome that the world cannot afford. We are still living with wars and armed conflicts; we are still living with illiteracy, poverty, discrimination and growing divides between the haves and have-nots; and we are still living with the denial of fundamental human rights in many parts of the world. In our time, the continuing relevance of UNESCO's mandate cannot be questioned and, indeed, should be reinforced.

1.7 Ladies and gentlemen, as I pointed out during our 191st session, we, the Member States of UNESCO, by becoming part of the Organization, have essentially committed ourselves to advancing its mandate. This commitment calls for us to stand together in solidarity to affirm that there are indeed higher ideals in education, in the sciences and in culture and communication, which transcends the raw self-interest of economics and politics. This commitment calls for the world to actualize the universal values and human rights required to build peace in the minds of human beings. It is what makes UNESCO the conscience of the United Nations system. In this context, I would like to urge Member States, most especially our friends and colleagues from the United States of America, to fulfil their international legal and moral obligation to UNESCO. History will record the concomitant results and assign responsibilities that will not soon be erased.

1.8 Distinguished delegates, ladies and gentlemen, it is clear that we have a number of very important decisions before us in the coming two weeks. I therefore rely on your close cooperation in completing our shared labours before the 37th session of the General Conference. I wish us all a constructive and productive session and I am pleased to declare open the 192nd session of the Executive Board. Thank you.

ORGANIZATIONAL AND PROCEDURAL MATTERS

Item 1: Agenda, timetable of work, election of two Vice-Chairs of the Executive Board and of the Chair of the Committee on Non-Governmental Partners (NGP) (192 EX/1 Prov. Rev.; 192 EX/2)

Agenda and timetable of work

2.1 **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 3 September 2013. The provisional agenda had since been revised, pursuant to Rule 6, to include item **42** "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", a new item proposed by Group V(b), and to reflect the withdrawal by the Director-General, at the request of the Argentinian authorities, of sub-item **15 VII** "Establishment, in the premises of the Villa Ocampo in Buenos Aires, Argentina, of a Regional Centre for Arts and Culture". A number of items were to have been included under the rubric "Questions that do not appear to require debate, namely items **14 II** "Proposals for measures to improve effective management of the Mahatma Gandhi Institute of Education for Peace and Sustainable Development", **35** "Amendments to the Statutes of the UNESCO-Madanjeet Singh Prize", **36** "Agreement to establish a long-term cooperation between UNESCO and the World Meteorological Organization

(WMO) in the field of hydrology and water resources (freshwater)", and **37** "Relations with the Association of Southeast Asian Nations (ASEAN) and draft framework agreement between UNESCO and that regional organization". In view of the fact that Members had received the relevant documentation too late to examine fully, however, the Bureau recommended that the items in question be considered in the joint meeting of the Programme and External Relations (PX) and Finance and Administrative (FA) Commissions, together with item **40**, "Ethics and privacy in cyberspace".

2.2 With regard to the revised provisional timetable of work, Members were invited to note the scheduling of three private meetings concerning item **22** "Nomination of a candidate for the post of Director-General". The purpose of the first meeting would be to recapitulate and draw lots to finalize the procedure for interviewing candidates decided at the 190th and 191st session; it would take place immediately after the present meeting. The other two private meetings would be for the second and third rounds of voting scheduled for the evenings of Monday 7 and Tuesday 8 October respectively. Meanwhile, in view of the significant workload of the PX Commission, the Bureau recommended that it be requested to begin its work after the plenary meeting in the afternoon of Wednesday 2 October.

2.3 As a result of two key changes to the format of the EX/1 Prov. Rev. document, the Board no longer needed to consider and adopt the revised provisional agenda, the timetable of work and the proposed agendas of the commissions and committees separately. They were all presented in the same document, and would all be adopted at the same time. In the absence of any objections, she would take it that the Board wished to adopt the revised provisional agenda and timetable of work contained in document 192 EX/1 Prov. Rev., together with the proposed agendas of the commissions and committees.

3. *It was so decided.*

Items on which the UNESCO Staff Union (STU) and the Staff Association of UNESCO (ISAU) have requested to speak in the commissions

4. **The Chair** informed the Board that the UNESCO Staff Union (STU) had requested permission to take the floor during the debates in the Finance and Administrative (FA) Commission and in the joint meeting of the Programme and External Relations (PX) and FA Commissions on items **4 III**, **5 III** and **IV**, **16 I** and **28**, and that the International Staff Association of UNESCO (ISAU) had made the same request with respect to the debates on items **16 I** and **28**. The Bureau recommended that the Board should, as in the past, authorize the representatives of the staff associations to take the floor after Members had spoken on the items and before the decision or recommendation was adopted.

Organization of the plenary debate

5. **The Chair** informed the Board that the Director-General would introduce the debate on items **4** "Execution of the programme adopted by the General Conference" and **16** "Implementation of 191 EX/Decision 15 on the Draft Medium-Term Strategy (37 C/4) and Draft Programme and Budget (37 C/5), and 5 X/EX/Decision 2. The plenary debate would begin that afternoon, after the oral report of the Chair of the Ad Hoc Preparatory Group of the Executive Board, and continue the following

morning. Members would each be allowed a maximum speaking time of six minutes for their statements, with the customary musical signal. In the question and answer session following the Director-General's reply, in the afternoon of Tuesday 1 October, they would be invited to limit the length of interventions to three minutes and the number of questions to three at a time. The plenary debate in the afternoon of Wednesday 2 October and on Thursday 10 October would concentrate on General Conference business, including the nomination of its President and 36 Vice-Presidents under item 23 "Preparation of the 37th session of the General Conference".

Election of Vice-Chairs of the Executive Board for Group I and Group V(a)

6. **The Chair** informed the Board of the need to elect two new Vice-Chairs after the departure of Ms France Chainaye (Belgium) and the resignation of Mr Rachad Farah (Djibouti), who was stepping down to avoid any conflict of interest in standing for election to the post of Director-General. Group I had proposed Denmark, represented by Mr Uffe Andreasen, as a replacement for Belgium, and Group V(a) had proposed Ethiopia, represented by Mr Teshome Toga, for Djibouti as Vice-Chairs of the Board for the present session. In the absence of any objection, and in accordance with Rule 10.1 of the Rules of Procedure of the Executive Board, she would take it that the Board wished to approve the election of Denmark, represented by Mr Andreasen, and Ethiopia, represented by Mr Toga, as Vice-Chairs of the Executive Board for the remainder of the term of office.

7. *It was so decided.*

Election of the Chair of the Non-Governmental Partners Committee (NGP)

8. **The Chair** informed the Board that Group V(b) had proposed that Mr Mohamed Sameh Amr (Egypt) be elected as Chair of the Non-Governmental Partners Committee (NGP). The Bureau had authorized Mr Amr provisionally to chair the Committee at its meeting the previous week, and recommended his election. In the absence of any objection, she would take it that the Board agreed to suspend Rule 16.3 of its Rules of Procedure requiring a formal election, thereby waiving the 24 hours' notice required by Rule 67, and to approve the election of Mr Mohamed Sameh Amr as Chair of the NGP Committee for the remainder of the term of office.

9. *It was so decided.*

POINTS DEVANT FAIRE L'OBJET D'UN RAPPORT

Point 4 : Rapport de la Directrice générale sur l'exécution du programme adopté par la Conférence générale (192 EX/4 Parties I, II, III et Add., Partie IV ; 192 EX/4.INF et INF.2 ; 192 EX/AHPG/Recommandations)

Projet de stratégie à moyen terme (37 C/4) et Projet de programme et de budget (37 C/5)

Point 16 : Mise en œuvre de la décision 191 EX/15 relative au Projet de stratégie à moyen terme (37 C/4) et au Projet de programme et de budget (37 C/5), ainsi que de la décision 5 X/EX/2 (192 EX/16 Partie I et Add. et Parties II-VII ; 192 EX/AHPG/Recommandations)

Introduction par la Directrice générale au débat plénier

10.1 **La Directrice générale** *in extenso* :

Madame la Présidente du Conseil exécutif, Madame la Présidente de la Conférence générale, Excellences, Mesdames et Messieurs les membres du Conseil exécutif, permettez-moi d'abord d'exprimer mon indignation après le terrible attentat de Nairobi, la semaine dernière, et de dire notre solidarité pour le Kenya et pour toutes les victimes de la violence et de la haine. Le poète ghanéen Kofi Awoonor, mort dans l'attentat, a écrit il y a plus de 40 ans ce texte prémonitoire, que je cite en anglais :

*The dawn crack of sounds known
Rending our air (...)
A sudden silence fell
As the crowd pushed and yelled
Into the bright sharp morning of a shooting.*

10.2 La violence met à nu la fragilité des sociétés face aux démons de l'ignorance et de l'intolérance. Ce week-end, à Tombouctou, une voiture piégée a fait quatre morts et soufflé la porte de la mosquée Djingareyber. À Yobe, dans le nord-est du Nigéria, la violence a frappé dans un collège, tuant presque 50 personnes. Pendant ce temps, dix étudiants ont été tués dans l'attaque d'une école en Syrie, où 100 000 personnes sont déjà mortes, sans compter les deux millions de réfugiés et le patrimoine culturel détruit. La violence ne frappe pas au hasard : elle cible délibérément les écoles, les étudiants, les édifices du patrimoine culturel. C'est un défi lancé à l'humanité. Rien ne justifie, jamais, qu'on attaque une école. Je condamne ceux qui les prennent pour cibles, je condamne ceux qui s'en servent comme de boucliers dans leurs luttes. L'école est le *lieu-même* de l'émancipation, du développement, de la lutte contre l'ignorance et la pauvreté. L'UNESCO doit veiller à ce qu'il en soit ainsi, en répondant à l'extrémisme par la culture de la paix, la compréhension mutuelle. Ce doit être le cœur de notre stratégie future pour offrir des réponses concrètes, rapides et fortes. Comment répondre aux besoins de la jeunesse, la plus nombreuse que le monde ait jamais portée, qui réclame ses droits à une formation, un emploi, à participer à la société ? Comment partager les moyens de la science pour anticiper les effets du changement climatique, l'accélération des risques naturels ? Comment relever le défi de la diversité culturelle, des inégalités croissantes, des transformations sociales ? L'UNESCO a non seulement l'obligation, mais aussi le devoir d'être plus efficace et mieux adaptée, et j'attends beaucoup des débats de ce Conseil et de la Conférence générale.

10.3 Il y a aussi des mots et des moments qui donnent confiance dans la coopération internationale. Au mois de mai, j'ai visité l'école Ayesha-e-Durrani, à Kaboul. Une jeune fille avait écrit sur une feuille accrochée au mur « *le crayon est mon épée* ». Cette formule dit la volonté de reconstruire par l'éducation. L'UNESCO travaille depuis dix ans avec le Gouvernement afghan pour refonder le système scolaire. Il y a dix ans, pas une seule fille ne pouvait entrer dans une école. Aujourd'hui, elles veulent devenir docteurs, scientifiques, enseignantes. La voilà, notre réponse à l'extrémisme ! Le pays se relève par la culture, à Bamyân, à Balkh, à Hérat, où l'UNESCO travaille avec le Japon, l'Italie, la Suisse, la République de Corée, et les résultats sont là. C'est une leçon pour nous tous : rester fidèle à nos valeurs dans les turbulences, et savoir mesurer le chemin parcouru. C'est en portant ces valeurs que l'UNESCO a su traverser les épreuves du passé, c'est en faisant de même que l'UNESCO surmontera les difficultés qu'elle traverse aujourd'hui.

10.4 Oui, Mesdames et Messieurs, nos difficultés sont réelles. La question qui nous est posée est celle-ci : voulons-nous donner à l'UNESCO les moyens de peser, comme elle doit le faire, sur le destin de l'humanité ? J'ai consacré tous mes efforts à porter le message de l'UNESCO, à mieux nous faire entendre, à renforcer notre action, y compris dans les situations d'urgence, de post-conflit et de post-catastrophe, en matière de prévention des risques, et les progrès sont réels. Les gouvernements, vos gouvernements, attendent l'UNESCO, et comptent sur nous. Aujourd'hui, je suis inquiète : nous parlons d'une enveloppe de 507 millions de dollars... un montant dérisoire au regard de notre mandat ! Le risque est de voir l'UNESCO empêchée d'agir à la hauteur de nos ambitions. Car on peut toujours réduire, optimiser, mais gare aux illusions : rien ne se fait sans conséquences. Face à la situation, il faut une méthode, et je rappelle celle de Descartes : « Diviser chaque difficulté en autant de parcelles qu'il est requis pour les mieux résoudre ».

10.5 Nous avons résorbé la crise financière, guidés par la feuille de route. Elle est derrière nous. Nous avons accéléré la réforme, pour faire de l'UNESCO une Maison plus active, plus ouverte, plus performante, au Siège et hors Siège, sur la base des recommandations de l'Évaluation externe indépendante. Nous avons préservé la mise en œuvre du programme – et parfois davantage. Sur chacun de ces points, ce que nous avons accompli est considérable. C'est vrai, il n'y a pas de manuel de gestion parfaite d'une crise d'une telle ampleur. Si c'était à refaire, nous ferions peut-être différemment. Mais à la fin, le résultat est là : nous avons géré cette crise, et bien géré. Le dernier rapport d'audit des états financiers établi par la Cour des comptes en 2012 émet d'ailleurs une opinion sans réserve, pour la troisième année consécutive. Rappelons-nous la situation il y a deux ans : nous avions 220 millions de dollars de déficit prévisionnel. Deux ans plus tard, nous sommes à l'équilibre. Peu de gens osaient l'espérer.

10.6 C'est le résultat d'une gestion rigoureuse, menée dans toutes les directions pour réduire les coûts, de mission, de consultants, d'équipement, d'assistance. Le résultat d'un effort pour mobiliser des fonds supplémentaires, le fonds d'urgence, les contributions de toutes sortes de la part de nos États membres, que je remercie encore une fois. C'est le résultat, aussi, de la mobilisation du personnel. J'ai dit que le personnel était le principal atout de l'UNESCO, et cette crise le confirme. Le personnel a pris ses responsabilités, en absorbant le travail supplémentaire, en faisant face à la pression. C'est grâce à lui, aussi, que l'UNESCO a pu rester maître du temps, et

réfléchir, pour choisir son avenir au lieu de le subir. C'était la seule gestion responsable à mes yeux, capable de garantir les fondamentaux de l'UNESCO. Ce résultat est aussi le fruit du travail mené pour accélérer la réforme, et nous devons mesurer l'ampleur du chemin parcouru. J'avais proposé une feuille de route, qui a été discutée et approuvée par le Conseil exécutif et qui comporte des objectifs clairs, que nous atteindrons. L'UNESCO a fortement allégé sa bureaucratie : à service égal, le coût des services centraux a été réduit de 20 %. Nous avançons dans chaque direction stratégique de l'Évaluation externe indépendante : sur 86 recommandations, près de 70 sont déjà appliquées. L'UNESCO est moins dispersée. Le nombre de plans de travail a été drastiquement réduit. Mais le plus important, ce n'est pas le nombre des plans de travail. Le cœur du sujet, c'est la lisibilité stratégique. C'est pourquoi notre stratégie C/4 repose sur des grandes orientations plus claires. C'est pourquoi la hiérarchisation des priorités, engagée le 4 juillet, est un changement majeur. C'est un travail que j'ai souhaité. Je suis heureuse que les États membres aient répondu à cet appel, car ce n'est que le début. Ma réforme n'a qu'un seul but : rendre l'UNESCO plus pertinente, plus visible et plus efficace.

10.7 Dans le domaine de l'éducation par exemple, nous avons encore accéléré le mouvement de l'Éducation pour tous, là où les besoins sont les plus pressants : lancement des programmes d'accélération de l'Éducation pour tous dans huit pays d'Afrique depuis le mois de mars, et dans une dizaine d'autres à partir d'octobre ; nouvel accent mis sur la formation des professeurs, pour améliorer la qualité de l'éducation ; lancement du projet de formation des professeurs à distance, avec le soutien de la République populaire de Chine, dans huit pays d'Afrique et d'abord en Côte d'Ivoire, en Namibie et en Éthiopie ; programme de formation des enseignants, financé par le fonds d'urgence, en République du Congo, où je me suis rendue ; lancement des évaluations nationales sur les progrès accomplis dans l'Éducation pour tous ; soutien aux réformes nationales des systèmes éducatifs, avec par exemple le travail mené au Mexique pour améliorer la qualité des apprentissages ; mise à jour du rapport Delors sur l'éducation.

10.8 La semaine dernière, à New York, l'Institut de l'UNESCO pour les statistiques, l'UNICEF et l'Institution Brookings ont lancé de nouveaux indicateurs pour évaluer les acquis de l'apprentissage. C'est une approche tout à fait novatrice qui permet d'élargir le débat, et de parler non pas juste d'éducation, mais d'apprentissage, de maîtrise des savoirs, de finalité de l'école, pour la citoyenneté. Cette mutation conceptuelle, c'est l'UNESCO qui la porte. Tous ces efforts doivent permettre d'accélérer le rythme d'ici à 2015 et de nous positionner pour l'après-2015. Nous en voyons les premiers résultats : l'UNESCO fait bouger les lignes du débat, qui évolue clairement d'une focalisation sur l'accès à la prise en compte de la qualité et des contenus. Lors de la Consultation thématique mondiale sur les objectifs de l'éducation post-2015, organisée par l'UNESCO et l'UNICEF à Dakar au mois de mars avec le soutien du Sénégal, du Canada et de l'Allemagne, notre concept « *d'éducation et d'apprentissage de qualité inclusif tout au long de la vie* » a été repris. Il sert maintenant de fil directeur aux discussions du Groupe de travail sur les objectifs de l'éducation post-2015. Voilà un exemple de leadership : poser les termes du débat, créer les outils qui vont avec et fédérer les partenaires pour avancer. Voilà comment l'UNESCO joue son rôle de pilote intellectuel. Et je citerai les mots que la Présidente du Conseil exécutif a prononcés à l'instant, en anglais :

« Keeping in mind the proposed 37 C/4 and 37 C/5, Board Members should carefully reflect on how to advocate for a stronger role by UNESCO in the implementation of the post-2015 international sustainable development agenda, leveraging the Organization's pluridisciplinary competences in education, science, culture and communication. The forthcoming General Conference would be an opportunity to initiate such a dialogue amongst Member States – building momentum towards a cohesive voice at the UN next year. »

10.9 Nous suivons la même logique dans le domaine de la culture, où nous accélérons le plaidoyer sur le thème « culture et développement ». Nous avons proposé de faire un débat sur ce thème à l'Assemblée générale des Nations Unies. L'idée a été reprise par le Président de l'Assemblée générale, M. Vuk Jeremić, au mois de juin : c'est la toute première fois qu'un tel débat est organisé à ce niveau. C'est une étape majeure, avec des contributions essentielles des Ministres des affaires étrangères et de la culture du Bangladesh, du Cap-Vert, de la Jamaïque, du Maroc, du Bénin, de la Guyane, de Trinité-et-Tobago, de l'Afrique du Sud, d'El Salvador, du Paraguay, des Philippines, du Brésil, de l'Espagne et de l'Argentine. Suite à ce débat, plusieurs États ont créé un Groupe de travail ouvert sur cette question, pour peser sur l'agenda post-2015. Je salue notamment la France, le Pérou et Cuba, la Hongrie, la Bulgarie, l'Indonésie et le Bangladesh, l'Afrique du Sud et le Sénégal, et tous ceux qui s'engagent dans ce groupe. Et je salue tout particulièrement la Chine pour son engagement déterminant lors de la Conférence de Hangzhou sur la *Culture : clé du développement durable*, au mois de mai dernier. Dans tous ces forums, la culture s'impose comme un accélérateur de développement durable, et ce sera encore le cas au forum culturel mondial de Bali, en novembre prochain.

10.10 Les industries culturelles créent des centaines de milliers d'emplois dans le tourisme, le secteur créatif, l'artisanat. La prise en compte de la culture assure la pleine mobilisation, la pleine adhésion des peuples, sans laquelle il ne peut y avoir de développement durable. C'est la grande leçon des 18 projets financés par le fonds espagnol pour la réalisation des Objectifs du Millénaire, qui montrent à quel point les activités culturelles sont une clé d'entrée pour tous les objectifs de l'éducation, de l'inclusion sociale, de la santé. Le troisième Rapport mondial sur l'économie créative, qui a été confié à l'UNESCO cette année et que nous lancerons au mois de novembre avec le PNUD, va nous permettre de peser davantage encore dans ce débat, avec une publication de référence mondiale : c'est un ouvrage de très grande qualité, réalisé en un temps très court, dont nous pouvons tous être fiers. Il s'agit là encore d'un exemple de concentration stratégique, de prise de position sur un enjeu majeur du développement de demain.

10.11 L'UNESCO doit être en prise sur le monde, en résonance avec ses mutations. Dans tous les pays que je visite, j'observe l'immense besoin qu'on a de l'UNESCO, pour mobiliser le potentiel de l'éducation, les progrès de la science, le dialogue culturel, les nouvelles technologies. Je l'ai vu en Haïti : trois ans après le séisme, plus d'un million d'enfants ont retrouvé le chemin de l'école, et l'UNESCO soutient le plan de scolarisation gratuite universelle du Président Martelly. Nous travaillons pour renforcer la qualité des contenus et la formation des

professeurs et pour produire des statistiques. Je l'ai vu dans la toute première réserve de biosphère du pays, le Parc de La Selle, que j'ai visitée avec le Président Martelly. C'est un potentiel immense pour réduire la pauvreté, former les agriculteurs à la production durable, développer les fermes écologiques. Je l'ai vu également au Salvador, dans la réserve de biosphère de Trifinio, partagée avec le Honduras et le Guatemala, où les jeunes de ces trois pays se mobilisent pour le développement durable, avec le fort soutien de l'Allemagne. Le besoin d'UNESCO, je l'ai vu au Malawi, à l'Institut de formation des enseignants, où nous avons lancé, avec le soutien de la Corée, un projet de formation des professeurs à l'enseignement technique et professionnel. Je l'ai vu au Ghana, à l'Université de Cape Coast, qui forme l'élite de demain et soutient l'enseignement supérieur en Afrique. Je l'ai vu en Afrique, où ces derniers mois l'UNESCO a renforcé le travail d'accompagnement des politiques scientifiques, technologiques et d'innovation, au Botswana, au Burundi, en République du Congo, en République démocratique du Congo, au Mozambique, en Namibie, au Nigéria, au Togo, au Zimbabwe. C'est exactement l'esprit de la Renaissance africaine, exprimé lors du Sommet de l'Union africaine et en particulier lors du forum des jeunes où j'ai eu l'honneur d'être invitée.

10.12 Un appel est adressé à l'UNESCO, et nous devons y répondre. C'est pour y répondre que l'UNESCO s'engage, jusque dans des situations où nous n'avons pas l'habitude d'intervenir : les pays en transition, les situations de post-conflit et de post-catastrophe. Notre réponse, c'est ce que nous faisons au Mali, où les travaux de réhabilitation de la mosquée de Tombouctou ont démarré et vont se poursuivre, malgré les violences et les menaces. Réparer le patrimoine, c'est apaiser les blessures et respecter les identités, et nous continuerons de dire, calmement mais fermement, qu'il n'y a pas à choisir entre la vie humaine et le patrimoine car les deux sont inséparables. J'ai été très touchée que le Président du Mali, Ibrahim Boubacar Keita, exprime la semaine dernière à la tribune de l'Assemblée générale des Nations Unies sa reconnaissance envers l'UNESCO durant le débat général.

10.13 Nous sommes auprès du peuple égyptien : j'ai dépêché une mission du 11 au 16 septembre pour évaluer les pertes suite au pillage du Musée de Malawi et finaliser l'inventaire complet des collections. Notre réponse, c'est notre travail en Côte d'Ivoire pour la réconciliation par l'éducation, par les manuels scolaires de culture de la paix, et je remercie très vivement l'Angola pour son soutien dans toutes nos actions en faveur d'une culture de la paix en Afrique. Notre réponse à l'extrémisme, c'est transformer un ancien centre de torture, l'ESMA de Buenos Aires, en un Centre UNESCO pour l'enseignement des droits de l'homme, maintenant pleinement opérationnel. Notre réponse, c'est notre travail avec l'Inde, à l'Institut Mahatma Gandhi, pour mettre l'éducation au service de la paix et de la citoyenneté en Asie-Pacifique : apprendre à vivre ensemble dans l'une des régions les plus diverses du monde. Notre réponse, c'est mobiliser les jeunes pour l'édification des nouvelles sociétés du monde arabe, et je citerai le témoignage d'un lycéen, Rached Rachdi, qui participait à la formation à la citoyenneté menée par l'UNESCO, en mai, en Tunisie : « Les jeunes sentent qu'on s'intéresse à eux et qu'ils sont capables d'être utiles à leur société. Nous savons maintenant ce qu'est une assemblée constituante. Nous avons travaillé sur certains articles pour proposer des formulations plus précises ».

10.14 Notre réponse, c'est agir auprès des réfugiés syriens, au Liban, en Jordanie, en Iraq, pour apporter l'éducation, avec le soutien de l'Union européenne, du Qatar, de nos partenaires. C'est lancer la « liste rouge » des biens culturels syriens en danger, avec l'ICOM et le Département d'État américain, la semaine dernière au Metropolitan Museum. C'est organiser ici-même une réunion de tous les partenaires pour la protection du patrimoine syrien, avec le représentant spécial du Secrétaire général de l'ONU et de la Ligue des États arabes, M. Brahimi. Notre réponse, c'est renforcer la Convention de 1970 contre le trafic illicite des biens culturels, pour le respect des identités et de la mémoire des peuples. J'ai puisé dans le Fonds d'urgence pour accélérer la mise en œuvre de la Convention, convoqué une réunion des États parties dès cette année, un an avant la date prévue, pour rédiger des lignes directrices. Dans le même esprit, j'ai lancé les consultations sur l'avenir de la Convention de 1972, qui se poursuivront le 21 novembre, pour renforcer la crédibilité de cet instrument vital pour nous. Notre réponse, c'est identifier au Kenya, grâce aux nouvelles technologies satellitaires, des ressources en eau dans une région touchée par la sécheresse. Vous avez pu voir les images de l'eau qui jaillit du sol : voilà ce que l'UNESCO peut offrir de mieux à ceux qui nous appellent. Notre évaluation mondiale des aquifères transfrontaliers et des systèmes d'eau souterraine des petits États insulaires en développement a fourni de nouvelles données jamais publiées, grâce au travail mené avec le Fonds pour l'environnement mondial et la Direction du développement et de la coopération de la Suisse.

10.15 Voilà pourquoi l'UNESCO doit continuer de se réformer, de se rapprocher du terrain. Nos cinq bureaux multipays en Afrique seront opérationnels d'ici à la fin de l'année, comme je l'avais promis. Voilà pourquoi l'UNESCO doit continuer de mieux s'intégrer dans le système des Nations Unies. Le chemin parcouru, ici aussi, est important. La protection du patrimoine est de mieux en mieux intégrée dans les résolutions du Conseil de sécurité, là où c'est nécessaire : notre message est passé. C'est à l'UNESCO que l'on doit le Plan d'action des Nations Unies sur la sécurité des journalistes et la question de l'impunité. La mise en œuvre opérationnelle de ce plan a commencé dans quatre pays : au Népal, au Soudan du Sud, en Iraq et au Pakistan, et se poursuivra bientôt en Amérique latine et centrale. C'est une marque de leadership, une contribution majeure à la liberté d'expression et de la presse, et j'en profite pour saluer le Costa Rica pour les célébrations organisées à l'occasion de la Journée mondiale de la liberté de la presse.

10.16 L'UNESCO a aidé à définir les orientations de la réunion ministérielle de l'ECOSOC consacrée en juillet dernier à la science, la technologie et l'innovation et au potentiel de la culture. Nous sommes chargés de piloter les grandes initiatives du système, comme l'Éducation avant tout. J'étais la semaine dernière à New York pour fêter le premier anniversaire de l'initiative, avec la jeune et courageuse Malala Yousafzai du Pakistan, Mgr Desmond Tutu, les Présidents de l'Afrique du Sud, de la Croatie, de la Guyane et du Mozambique, et la Première Ministre du Bangladesh. Nous avons constaté, en 12 mois, l'immense impact politique de cette initiative, qui renforce également nos actions sur le terrain. Le Conseil consultatif scientifique, que le Secrétaire général vient de lancer officiellement la semaine dernière, est un autre exemple. C'est l'aboutissement d'un immense travail de consultation dans le prolongement de la Conférence de Rio + 20, et je suis fière de la mobilisation de tous les collègues investis dans

ce projet, qui rassemble une trentaine de scientifiques internationaux et qui sera un repère mondial pour lier davantage la science et la politique.

10.17 Cette position centrale nous permet d'être plus visibles et surtout, de mieux faire passer nos idées et d'être plus performants. C'est très sensible dans notre travail de pilotage de l'Année internationale de la coopération dans le domaine de l'eau. L'UNESCO renforce ses liens avec l'ONU-Eau, et se positionne pour une approche intégrée de la gestion de l'eau et de l'assainissement. J'ai porté ce message à La Haye lors de la Journée mondiale de l'eau ; à Douchanbé, au Tadjikistan, lors de la Conférence internationale sur la coopération dans le domaine de l'eau ; à Stockholm, en Suède, à l'occasion de la Semaine mondiale de l'eau ; à Nairobi, au Kenya, lors de la Conférence internationale sur l'eau. Et je le porterai bientôt à Budapest et à Mexico. En parallèle, nous développons les capacités d'analyse intégrées des risques d'inondations en Asie avec l'ICHARM du Japon, l'évaluation des ressources en eau en Afrique avec HidroEX du Brésil, la formation d'une trentaine d'officiels de la Commission du bassin du lac Tchad à la négociation sur les enjeux de l'eau et d'une centaine d'éducateurs d'Amérique latine et des Caraïbes.

10.18 Un aspect essentiel de ma réforme est l'ouverture sur la société civile, le secteur privé, nos partenaires. Nous avons maintenant une stratégie globale en la matière. L'UNESCO a renforcé les liens avec le Partenariat mondial pour l'éducation (GPE), dont nous avons reçu plusieurs contributions et notamment sept millions de dollars pour refonder le système éducatif au Tchad. L'UNESCO supervise un projet de près de 15 millions de dollars visant à impliquer davantage la société civile dans l'élaboration des politiques éducatives dans plus de 50 pays. Je pense à tous les nouveaux projets lancés avec l'Union européenne, par exemple à notre programme pour la jeunesse mis en œuvre dans dix pays de la Méditerranée pour mieux intégrer les questions de la jeunesse dans les politiques nationales. Notre partenariat avec Procter et Gamble pour l'éducation des filles au Sénégal est un modèle du genre : il produit des résultats tangibles et visibles, et nous allons l'étendre à d'autres pays. Cette politique de partenariat est un axe majeur de notre développement futur, surtout dans la situation actuelle, et les accords innovants de fonds-en-dépôt signés récemment nous poussent à continuer. Nous avons conclu des accords avec la Malaisie (5 millions de dollars), avec l'Indonésie (4 millions de dollars), avec le Fonds Malala pour l'éducation des filles au Pakistan (10 millions de dollars) où nous avons maintenant identifié les projets, et j'appelle tous les pays qui le souhaitent à s'y associer. Nous venons de signer, il y a 15 jours, un accord avec l'Inde et le Gouvernement du Bengale occidental pour développer dix centres d'artisanat rural et former plus de 2 500 artisans : c'est un parfait exemple de culture pour le développement. Je pense bien évidemment aux accords récents signés avec le Brésil et *O Globo*, avec l'Angola, les Émirats Arabes Unis et le Qatar. Je pense aussi à l'accord signé avec l'Arabie saoudite pour promouvoir la culture de la paix et le dialogue : neuf millions ont été reçus en 2012, la mise en œuvre a démarré cette année, et une conférence sur le volontariat des jeunes est prévue à Riyad fin 2013. Et je citerai également l'accord conclu avec l'Azerbaïdjan, pour cinq millions de dollars, en soutien à nos actions en Afrique.

10.19 Ce sont là des exemples innovants de coopération Sud-Sud. D'immenses progrès sont à portée de main lorsque les pays s'unissent et qu'il existe une volonté politique forte – comme c'est le cas des pays de l'E-9, sous la présidence de l'Inde, qui ont fait de l'éducation une

priorité en s'engageant pour l'accès et la qualité de l'éducation de base, y compris l'alphabetisation des adultes. Permettez-moi de saluer l'Inde pour son leadership et sa mobilisation sur cette question. L'UNESCO joue ici un rôle majeur, en lien avec nos instituts spécialisés, et je pense à notre Centre international pour la coopération Sud-Sud dans le domaine des sciences, de la technologie et de l'innovation (ISTIC) de Kuala Lumpur, dont la dernière évaluation souligne le rôle qu'il joue pour mettre la science au service des plus vulnérables, des petits États insulaires en développement et des pays les moins avancés. Je crois que de nombreux États membres étaient présents pour les célébrations du cinquième anniversaire du Centre ISTIC, la semaine dernière au Siège de l'UNESCO. Notre travail avec les commissions nationales a été redynamisé. Nos relations avec les ONG sont plus stratégiques et nous permettent d'impliquer la société civile dans le débat post-2015. En juillet, nous sommes devenus l'une des premières institutions des Nations Unies à adopter une politique de libre accès de nos publications. Des centaines de publications vont être rendues disponibles dans le monde entier, à des millions de personnes. Voilà un exemple de leadership pour le partage des savoirs. Les évaluations menées par le Gouvernement suédois ou le Ministère britannique du développement international (DFID) confirment ces gains de concentration, d'efficacité et de leadership.

10.20 Je l'ai dit plusieurs fois : nous savons être durs envers nous-mêmes, et les rapports émis par notre propre Service d'évaluation et d'audit ne sont pas des plus tendres. Nous devons savoir mesurer le chemin parcouru et constater les progrès accomplis en quelques années seulement, en dépit d'une crise financière inédite. Nous devons regarder les domaines où nous n'avons pas réussi. Nous devons aussi être lucides : nous arrivons à la fin d'un cycle. Vous avez lu le rapport de notre Service d'évaluation et d'audit (IOS) sur les activités du Secteur de la culture (EX/5 Partie II) : la situation qu'il décrit s'applique à toute la Maison : « *Au fil des ans, la charge de travail des secrétariats des conventions a augmenté avec l'augmentation du nombre d'États parties aux conventions, du nombre de réunions statutaires, du nombre de recommandations, de candidatures, de rapports* ». Cette augmentation de la charge de travail combinée à la diminution des ressources n'est pas tenable. Il y a des limites à la réduction des coûts.

10.21 La première limite, c'est la cohérence : le Groupe ad hoc recommande de mettre l'accent sur la mise en œuvre des conventions, mais comment faire lorsque le coût des activités statutaires absorbe l'essentiel des ressources ? Je prends l'exemple de la Convention de 2003, dont nous avons fêté le dixième anniversaire en juin dernier à Chengdu. J'ai vu le dynamisme du festival des cultures traditionnelles de l'ASEAN, à Hoï Han, au Viet Nam ; celui du festival de musique « *Sharq Taronalari* » (Mélodies d'Orient) à Samarkande, en Ouzbékistan. On n'y fête pas seulement la danse et la musique : c'est l'identité des peuples qui est en jeu, la cohésion sociale, et c'est pourquoi notre travail pour le patrimoine immatériel est si important. Le nombre de dossiers à traiter a explosé depuis 2008, et dans le même temps, il y a moins de professionnels pour les examiner. C'est vrai aussi pour la Convention de 2005, dont le rôle est central pour le développement de nombreux pays du Sud et dans notre plaidoyer pour la culture et le développement. Nous avons réagi en intégrant davantage le fonctionnement des conventions et en mutualisant la logistique des différents secrétariats, mais il y a des limites à l'exercice. La situation

des effectifs de la Commission océanographique internationale (COI) est préoccupante, et nous devons réfléchir ensemble à l'avenir, avec le plein soutien des États membres, car c'est la capacité de la COI à jouer pleinement son rôle qui est en jeu.

10.22 Depuis dix ans, les effectifs de l'UNESCO n'ont cessé de diminuer. Depuis dix ans, le budget de l'UNESCO n'a cessé de baisser : en termes réels, il est aujourd'hui moitié moins important qu'en 2000. On ne relève pas les défis du futur avec un budget du passé. Aujourd'hui, la plupart des avancées se font grâce au fonds extrabudgétaires. Le montant des contributions volontaires dépasse celui du budget ordinaire. C'est une marque de confiance envers nous, et j'en suis extrêmement reconnaissante, mais c'est aussi une évolution de la nature de notre budget. Durant tout ce biennium, j'ai préservé le personnel de l'UNESCO, qui est la principale ressource de cette organisation : pas un contrat d'un membre du personnel n'a été résilié en deux ans. Je l'ai fait pour une raison simple : on ne bouleverse pas son capital principal avant de savoir dans quelle direction les États membres souhaitent aller. C'est maintenant l'heure de fixer cette direction, pour tout le monde, le Secrétariat, et les États membres.

(La Directrice générale poursuit en anglais)

10.23 Ladies and gentlemen, on 4 July, at the 5th special session of the Executive Board, you adopted 5 X/EX/Decision 2, a decision that reflects a shared understanding of where UNESCO stands today. It draws on 191 EX/Decision 15 (ii), which called for work "to identify programmatic priorities for future orientations of the Organization" in a situation of significant cash flow shortfall. This decision provided the basis for the open-ended working group to identify priorities within an expected envelope for 2014-2015 of \$507 million. The work of the working group was trail-blazing, and I wish to thank its co-Chairs, Ambassador Adoua and Ambassador Sudders. I thank all Member States for their engagement in this process. As Ambassador Adoua said to the Executive Board at its 5th special session, the open-ended working group had been guided by a single objective – "that UNESCO may continue to be a light in the dark, an international point of reference, a house of dialogue and consensus". Thank you, Ambassador, for formulating our mission so eloquently. In the words of Ambassador Sudders, the working group displayed in action the strength of the axiom "unity in diversity." All of this speaks, I believe, to the strength of our common determination to act.

10.24 The Board, at its 5th special session, adopted a decision defining an order of priorities among expected results in each major programme, taking into consideration those identified in 36 C/Resolution 1. On this basis, the Board requested me in that decision to submit an expenditure plan and an indicative staff restructuring plan, guided by the following principles: that the share of budget resources allocated to Part II.A should be gradually improved, to reach the level provided for in document 37 C/5; that further savings of \$33 million should be found from other parts of the budget – excluding the Participation Programme and the governing bodies; that each major programme shall maintain the relative share of resources foreseen in document 37 C/5, with budget allocations broken down into three levels of priority – A, B and C; that, where available resources make it impossible to maintain a critical mass of programme activity, I shall make proposals – to reallocate resources to a higher priority; to merge expected results in order to achieve a critical mass or to

realize efficiency gains, which may include possible reductions in staff; to split expected results and propose the continuation of activities that can achieve a critical mass; to strengthen intersectoral and interdisciplinary approaches; that, for each expected result, a minimum of 20% of resources shall be earmarked for operational activities; that the resources available for the two global priorities shall reflect a balance between coordination and programme activities, allocating at least 70% to the latter; that, in preparing the expenditure and restructuring plan, I shall include non- and lightly-earmarked extrabudgetary resources guaranteed for the biennium; that human resources should be allocated to priorities in a strategic manner; that programme funds shall not be used to fund non-programme costs; that any savings arising during the biennium shall be directed to the five major programmes. This decision provided the basis for document 192 EX/16 Part I. I wish to underline this reflects an all-UNESCO process. Every part of the House has been reviewed, including field offices. Every programme, every department and unit has been involved in some way. July and August saw intensive discussions in different forms throughout the Organization, with my personal participation. It has included staff at Headquarters, field and institutes – since 4 July, three additional all-staff meetings have been held in Paris and webcast, including one I led personally on 16 July. This has involved the staff associations, with whom I have held two meetings since the 5th special session, in addition to the Deputy Director-General and the Director of Human Resources Management (HRM) – and this does not include other meetings and correspondence with the staff associations. I can say this process has not been easy, and it has meant making tough choices.

10.25 Document 192 EX/16 Part I is our reply to a very complex decision by the Executive Board, within a very tight deadline, guided by a single, overriding objective – to ensure that UNESCO continues to deliver on its mandate. Regarding the income and expenditure plan, my first step was to determine incompressible and statutory costs. Following this, the amount of \$33 million was equitably distributed among non-programme sectors and bureaux, applying an across-the-board cut of 14.8% over relevant parts of the \$536 million baseline, with incompressible costs set aside, while recognizing the need for coherence in the central services – this left the Office of International Standards and Legal Affairs (LA) and the Internal Oversight Service (IOS) untouched. Despite tremendous efforts, I have not been able to reduce the full \$33 million, leaving \$5.3 million still to be cut. To respect the decision of the Executive Board, further savings will be pursued over the next biennium, and I am confident they will be achieved should you provide me the trust to do so. In this process, for the major programmes, a total amount of \$216.3 million was established for expenditures during the biennium – with operational costs representing \$59.9 million, and staff costs amounting to \$156.4 million. This amount has been distributed among the major programmes according to their relative share in document 37 C/5. You will find information in document 192 EX/16 Part I – with Culture's share increased to 18.9% after a shift of \$2 million, to respond to statutory obligations. We have determined budget amounts for each expected result, broken down by operational and staff costs. The results may be found in Annex II – including expected results that have been merged in Major Programmes II, III, IV and V, as recommended by the Executive Board. Throughout this process, I have been careful to distribute mandated reductions in staff costs equitably between Headquarters and the field, and to maintain the minimum 20% target for operational activities for almost all expected results.

10.26 I have paid special care to the two global priorities, Africa and gender equality. This is especially important now, as the Executive Board must consider the UNESCO Priority Gender Equality Action Plan for 2014-2021 – this includes actions across all programmes, to strengthen synergies in all our activities to promote equal rights, responsibilities and opportunities for girls and women. The Executive Board will consider also the Revised Operational Strategy for Priority Africa for 2014-2021 which, as requested, takes into account alignment with major partners, the roles and responsibilities of different parts of the UNESCO family, and the need for monitoring. I see the Gender Action Plan and the Africa Strategy as essential platforms for stronger action on UNESCO's global priorities.

10.27 On staff restructuring, I wish to highlight the following points. This has been and will continue to be an extremely complex exercise, involving multiple rounds of review with Assistant Directors-General and Directors of bureaux/offices to develop a financial expenditure plan and, from a human resources perspective, to review draft proposals for restructuring and staffing that would allow the delivery of programme priorities within the \$507 million envelope. This expenditure plan represents a considerable reduction in the number of posts – a reduction of 439 (-23%) compared with document 36 C/5, and 285 (-16%) compared with document 37 C/5 Draft. In Annex V, you will find preliminary information on the regular budget post structure, compared with documents 36 C/5 Approved and 37 C/5 Draft (\$653 million). These are our projections based on current discussions and information. I must be clear, ladies and gentlemen, that these are still early days – this process is dynamic and rolling. It is not yet possible to indicate how possible reductions will be distributed between occupied and vacant posts. We need to await the results of the voluntary agreed separation exercise launched on 9 September, as well as the recommendation of this Executive Board and the decision of the General Conference, prior to finalizing changes to the structure and the identification of specific posts possibly to be abolished. The voluntary separation exercise will be funded by this year's resources. For separations after the General Conference, I intend to open a special account for contributions by Member States, to support separation arrangements in line with statutory obligations and the redeployment process. With regard to occupied posts, I wish to state once again that I am committed to a transparent and equitable process, to be undertaken after decision by the General Conference on the proposed plan. The process will identify posts that may possibly be affected and support the redeployment of concerned staff in line with the appropriate regulations and rules, and the redeployment administrative circular put in place two years ago in the event of a need to abolish occupied posts. The Redeployment Committee includes the staff associations as full members. Dialogue will remain my guiding principle with all staff, with the staff associations. Since 2011, I have not spared any effort – successfully, I should add – to avoid the termination of staff contracts and to minimize the impact of the financial shortfall on UNESCO staff. I will continue to review all possible options and suggestions to further soften the landing, including early retirements, voluntary separations, special leave without pay, as well as other mechanisms, such as part-time and job-sharing.

10.28 Ladies and gentlemen, we must be clear. We are engaged in a process that will affect UNESCO as a whole. This will have consequences on our capacity to deliver, on our ability to lead, on the quality of our impact mainly at the national level, in the field. I see this as a call to responsibility. It is our responsibility to take decisions now to

ensure that UNESCO can implement its priorities and retain a leading role in the multilateral system. These objectives cannot be negotiable. This calls for serious reflection by all Member States. It calls for new forms of engagement and support by Member States. We cannot allow the best and the brightest of our staff to leave because they don't see a future. We cannot allow UNESCO to become a shadow of itself. This is unacceptable. Yes, the situation is difficult but I am convinced that together we can turn this around, because we have strong foundations to build on. I see these foundations partly in extrabudgetary resources that are increasing, that are taking on new forms, that show UNESCO is sought after. I see these foundations in the positive assessments UNESCO has received from a number of Member States, as I mentioned earlier. Just last week, the United Kingdom National Commission for UNESCO released a report entitled *The Wider Value of UNESCO to the United Kingdom*, which shows that the United Kingdom benefits from membership six times the investment made – and this does not mention substantial intangible benefits, which are difficult to measure. Across the world, in both developing and developed countries, governments are increasingly confident in UNESCO, and the relevance of our action is recognized more and more. I see these foundations in UNESCO's action across the world where needs are most acute – in Haiti or in the Horn of Africa. I see these foundations, for instance, in UNESCO's ASPNet, whose 60th anniversary we celebrated earlier this month in Suwon, Republic of Korea. This global network started with 33 schools in 15 Member States in 1953, and now includes 9,700 educational institutions in 180 countries. We cannot let them down – this is an incredible success story that speaks to the strength of the values we share. I see foundations to build on in the vision of UNESCO that we share. We have seen this in the Open-Ended Working Group and the Ad Hoc Preparatory Group, whose Chair, Ms Vera Laccœuilhe, I thank most warmly for her leadership and hard work. I see strong foundations in the resilience of the Organization, in the determination all staff are showing, for which I am extremely grateful. I believe “we” have perhaps never been so united towards a common goal – to strengthen UNESCO's ability to deliver its mandate. On these foundations, we must shape a UNESCO that is ever more relevant, efficient and performing – despite stringent conditions, at a level of funding that echoes in real terms that of the mid-1990s.

10.29 We have no choice in current circumstances but to make the very best of the situation. For me, as Director-General, this means we must accelerate change. This calls for even more courage, creativity and innovation – it calls for deeper mutual trust. This requires a new commitment by all to change, to make the sacrifices necessary for a stronger Organization. We must move beyond stop-gap measures, like a blanket freezing of recruitment, to review programmatic priorities and staff together, to ensure maximum coherence, efficiency and dynamism. We must modernize the alignment between the regular budget and extrabudgetary funding so that they complement each other and do not compete, in order to ensure maximum predictability, and this is what I intend to do. We must sharpen our ability to generate new resources and to manage and monitor them appropriately, for the benefit of the Organization and its programmes – this is what I intend to do. We must strengthen our capacity to deliver activities “on time and within budget” – to meet demand and expectations head-on – and this is what I intend to do. We must sharpen our focus even more and avoid the temptation to spread thin, and this is what we must do together. I believe we should not try to do everything with

less. At some point, this may mean a review of mandates and the implementation of statutory obligations which have expanded over the last decade while UNESCO's budget has decreased. The gap between workload and funding is becoming unsustainable in a number of areas – we need to rethink both what we do and how we do it. We must deepen the quality of our impact – this must be the next great goal to guide us. We must safeguard the unique expertise embodied in our staff to avoid hollowing out the Organization and to strengthen our ability to implement programmes.

10.30 As we tackle all of these questions, ladies and gentlemen, we will have to make tough decisions, about what is necessary, about what is sustainable. We simply cannot shy away from the reality of the situation. I am convinced that we cannot accept a reduced status quo for UNESCO, a “business as usual” scenario with fewer resources. I remember here the words of Shakespeare, who said: “There is no virtue like necessity.” We have been proactive but we must continue to act. We have taken hard decisions but we must remain bold and ambitious. We have no choice but to continue, and I would say to continue full steam. The good news is we are not starting from scratch. We begin with a firm framework for reform, guided by the independent external evaluation of UNESCO, which must be implemented in order to strengthen UNESCO's leadership globally and in the United Nations system, to sharpen our focus to meet expectations, and to deepen our impact everywhere, especially in the field. We begin with a strong vision for UNESCO's action over the medium term, to lay the foundations for lasting peace, poverty eradication and sustainable development. We begin with an Organization that has weathered the storm and emerged resilient. We begin, most of all, with a strong sense of responsibility, with steady hands and a clear vision. We must now make the most of every drop of expertise we have, to build an even more performing UNESCO. I know this has never been more important, because expectations are high.

10.31 Expectations are high for UNESCO to build on the United Nations Literacy Decade (2003-2012) and to take forward education for sustainable development (ESD). Expectations are high for UNESCO to support countries accelerating towards the education goals by 2015 and to shape a bold new goal on learning thereafter. Expectations were high last week in New York, at the United Nations General Assembly Special Event on the Millennium Development Goals (MDGs), where I spoke about the need to harness cross-cutting multipliers for sustainable development and poverty eradication, such as science, technology and innovation, such as cultural heritage and creative industries. Expectations are high regarding UNESCO's unique expertise in the ocean sciences, in our capacity-building for sustainable water management. Expectations are high for UNESCO to promote stronger science for sustainable development. Expectations are high for UNESCO to sharpen United Nations action to protect the safety of journalists and tackle impunity, to promote freedom of expression on its platforms. Expectations are high regarding UNESCO's rising profile in disaster risk reduction, in early warning systems, in support for peace-building and democratic transitions – this is an area of rising importance for UNESCO that we must nurture. These are the new challenges we must tackle. Expectations are high for UNESCO to continue safeguarding cultural heritage, especially when it is under attack. Expectations are high for UNESCO's leadership in advancing new forms of global solidarity and intercultural dialogue – through the

International Decade for the Rapprochement of Cultures (2013-2022), which was launched in Astana, Kazakhstan, this August, as well as through our work with the Alliance of Civilizations, with whom I renewed our memorandum of understanding on 25 September. Expectations are high also for the Slave Route project, whose 20th anniversary we commemorate next year. Last week, in New York, I was honoured to participate with the United Nations Secretary-General, Ban Ki moon, the President of the General Assembly, John W. Ashe, the Prime Minister of Jamaica, H.E. Ms Portia Simpson Miller, and the President of Senegal, H.E. Mr Macky Sall, in the ceremony unveiling the winning design, "The Ark of Return" for the Permanent Memorial in Honour of the Victims of Slavery and the Transatlantic Slave Trade, in which process UNESCO played an instrumental role.

10.32 Let me also highlight UNESCO's work to support sport and physical education, as vehicles for social inclusion, for gender equality, for youth empowerment – this was taken forward at the 5th International Conference of Ministers and Senior Officials Responsible for Physical Education and Sport (MINEPS V), held in Berlin last May. I wish to thank Germany for sponsoring this major event. In this respect, let me say I have listened with care to Member States on the proposed Centre for Social Transformations and Intercultural Dialogue. I made this proposal in response to the call for greater intersectoriality and focus. I made it also in the spirit of 190 EX/Decision 19, which requested "*clear proposals for innovative, holistic and effective structures and programme delivery as well as enhanced interdisciplinarity.*" I made it in reply to the rising demand across the world for support to public policies for social inclusion and intercultural dialogue, for sharper work in foresight. I find it encouraging and important that we have consulted at length and discussed many questions. I am pleased that we have jointly identified social inclusion and intercultural dialogue as a key challenge of our time, and that we agree on the importance of strengthening UNESCO's support to Member States in managing social transformations, in making social inclusion possible in situations of rising diversity, in anticipating the needs for better public policy – and, in this respect, we have jointly reaffirmed the importance of the intergovernmental work of the Management of Social Transformations (MOST) Programme. But I understand your concerns today as they relate to current circumstances of constraint. I have heard you, and this is why I will not pursue at this stage the establishment of the Centre. Nevertheless, I wish to invite you to continue discussions after the General Conference, to define the right way to strengthen UNESCO's work as a global laboratory of ideas but also at the same time as a capacity-builder in the wider United Nations system. In this regard, I wish to cite here the words of the President of Peru, H.E. Mr Ollanta Humala, who said last week to the MDG Success Event, organized by the United Nations Secretary-General: *Debemos de encontrar una nueva manera – no crecer para incluir, pero incluir para crecer.* This, I believe, is what is important right now, and this, I believe, expresses the spirit of all our discussions about social transformations, social inclusion and sustainable development.

10.33 Ladies and gentlemen, on 26 July the United Nations Secretary-General released a report called *A Life of Dignity for All*, drawing also on the report of the High-level Panel of Eminent Persons on the Post-2015 Development Agenda, co-chaired by Susilo Bambang Yudhoyono, President of Indonesia, Ellen Johnson-Sirleaf, President of Liberia, and David Cameron, Prime Minister of the United Kingdom of Great Britain and Northern

Ireland. The July report opens with the following sentence: "*The world's quest for dignity, peace, prosperity, justice, sustainability and an end to poverty has reached an unprecedented moment of urgency.*" I agree – this is a moment of urgency; urgency to tackle deepening inequalities and societies ripped asunder; urgency to act together against rising threats to human rights and dignity; the urgency of a planet under pressure, facing accelerating climate change and losing biodiversity; the urgency of a world that is globalizing but increasingly fragmented. UNESCO must play a leading role in this quest, especially now as we push towards 2015 and set a new agenda to follow, as we agree on a new Medium-Term Strategy for UNESCO. As I have reported on many occasions, UNESCO is deeply involved in the global conversation to define a bold development agenda after 2015. I look forward to your debate on this issue at this session of the Executive Board and at the General Conference on this issue. We are bringing all of our expertise to bear, we are sending your message, and we are making headway in promoting a holistic education goal that focuses on equity and quality learning throughout life, in underlining the multiplying power of the sciences for sustainable development, in highlighting culture as an enabler and a driver for meaningful and inclusive development, in underlining the importance of freedom of expression for governance and the rule of law, which is also important for sustainable development. UNESCO must bring its mandate to the post-2015 agenda, and we are doing so because our mission has never been more relevant for lasting peace, poverty eradication and sustainable development. The future we want will be built on learning, and on knowledge-based societies, where all have access to new technologies, to open educational resources (OER). This is not just about education; it is about the knowledge divide that is deepening across the world. I believe UNESCO has a key role to play in bridging this divide, in promoting access and the skills necessary to make the most of all opportunities. This is a goal of the Broadband Commission for Digital Development, whose annual meeting I co-chaired ten days ago in New York, in support of broadband as an accelerator for sustainable development and poverty eradication, as a way to reach and include young people. This is why UNESCO's message must be heard and why we must accelerate change. For this, we need the support of all Member States. I join the Chair of the Executive Board here in making an appeal to the United States for its full support to the Organization especially at this point when cooperation with the United States is so wide and deep, with universities, institutions, the private sector and when, I believe, UNESCO has never been so important for shaping an effective, rules-based, multilateral order for advancing human rights and dignity. More than ever, I am convinced the world needs a new humanism that brings human development with the preservation of the planet, that provides equal access to all to the benefits of education, the sciences, culture, communication and information. For this, we must look beyond short-term difficulties and keep our gaze firmly locked on UNESCO's mission. We must pursue – relentlessly – our goal to shape a more relevant, more effective, more performing UNESCO.

10.34 The world is changing and UNESCO must accompany this change. We must move with it, to strengthen the ties that bind humanity together, that remind us of everything we share, the values and dreams we hold in common, and to work to make them real. We must continue what we have started and, in the uncertainty of change, we must never lose touch with our

goal for UNESCO to remain, in the words I cited earlier, “*a light in the dark, an international point of reference, a house of dialogue and consensus*”. Together, by remaining true to our values, inspired by the great humanist spirit that has always guided us, I am convinced

we can achieve this. We can shape together the UNESCO the world needs today. Thank you.

11. **The Chair** thanked the Director-General for her comprehensive report.

The meeting rose at 12 noon.

SECOND MEETING

Monday 30 September 2013, 3.10 – 6.05 p.m.

Chair: Ms Cummins

Oral Report by the Chair of the Ad Hoc Preparatory Group (AHPG) (192 EX/AHPG/Recommendations)

1.1 **Ms Lacœuilhe** (Saint Lucia) (Chair of the Ad Hoc Preparatory Group – AHPG) *in extenso*:
Madam President of the General Conference, Madam Chair of the Executive Board, Madam Director-General, Excellencies, colleagues and friends, Madam Chair, it is my pleasure to present my last report of the Ad Hoc Preparatory Group. I remember having said in the first 'experimental' meeting that we could only gain from further experience. I believe that we did. We have also gained in wisdom since we started. That is why my last report will be the shortest of the biennium. The Group examined two items, which had been attributed to it following the consultations between its Chair and the Chairs of the Executive Board, the Programme and External Relations (PX) and Finance and Administrative (FA) Commissions. The meetings were attended by the 18 core Members of the Group and by some 60 observer Member States with, as ever, excellent and dynamic participation. Madam Chair, I will not dwell over our deliberations since they are well captured in the detailed INF document, nor will I go over each and every flag and recommendation since they are at the disposal of all the Member States in document 192/EX/AHPG/Recommendations; I will just bring a few important points to your attention.

1.2 I would like to start by expressing my thanks to the Secretariat for the timely distribution of documents, which allowed Member States to participate much more effectively than last time. Madam Chair, one of the major issues to emerge from our deliberations on programme execution was the reporting to the governing bodies. Since we will soon enter a new biennium, the format of the future EX/4 document will have to be adapted to reporting under a results-based budgeting approach for the first time. The EX/4 document will not only have to be analytical, evidence-based and impact-oriented and include baselines, but the reporting will also have to match each expected result with its corresponding benchmarks and performance indicators, all duly integrated. This future report needs to provide answers to the following questions: (a) What did we aim to achieve and with what resources? (b) What did we actually achieve? (c) What were the challenges and lessons learnt? (d) What can we do to address them? It is therefore recommended that the format of the future EX/4 document be discussed at the 19th session of the Executive Board following informal consultations held in advance between the Secretariat and Member States. From our discussions, we also recognized that as a result of the current financial constraints there was a serious risk that our Organization could lose its leadership in some core areas of its mandate and that programme implementation and staffing in the field had also been adversely affected. It was also felt that Member States had not been fully involved in articulating the substance of UNESCO's contribution to the post-2015 development agenda which is being discussed in New York and it is thus recommended that the Executive Board be duly involved and not just informed.

1.3 On a review of the various major programmes, we were informed that in education there were two options for

the future of education for all (EFA): the first was a proposition of another set of EFA goals, parallel to a global post-2015 goal on education; the second was a global post-2015 goal on education, accompanied by a framework supporting the implementation of targets based on the national EFA context of each country. There would be no parallel EFA global goals. We were informed that UNESCO had started working on the framework of the second option. We equally learnt that there was a problem with the capacity to implement extrabudgetary funds in the Education Sector. As I said earlier, in the natural sciences, in particular with regard to the Intergovernmental Oceanographic Commission (IOC), UNESCO has already lost, and risks further losses of, leadership and expertise, particularly in cases where there had been expectations of partnerships involving the financial participation of UNESCO through the expertise of its staff.

1.4 With regard to culture, to implement the Culture Conventions, activities are required at a national level and the international statutory meetings need to be held. The financial constraints mean that UNESCO is less and less able to support activities at a national level. The quality of the service provided to Member States will be affected. In communication and information (CI), we learnt that there were insufficient CI staff in the field to ensure programme delivery and a critical mass of activity. From the discussions on the Management Chart for Programme Execution in 2012-2013 as at 30 June 2013, confirmation was given by the Secretariat that no cash-flow deficit legacy would be transferred to the 37 C/5, due to a further \$9 million reduction in the funding gap. Member States commended the Secretariat for this achievement. We also learnt that presently up to \$8 million could be available for restructuring costs incurred in this biennium, but that further costs would be incurred in the next biennium, for which there was no current separate funding provision. As also previously indicated, the volume of extrabudgetary projects is increasingly causing implementation problems given the reduction in regular staff numbers during the current biennium and the situation may further deteriorate under the \$507 million expenditure plan. The Group considers that the Executive Board should urgently look into the issue of extrabudgetary funds and the relevant policies and how they are being implemented and adhered to.

1.5 Madam Chair, on the Follow-up to the Independent External Evaluation (IEE), the implementation of the roadmap and financial situation, the group acknowledged that although progress had been made under each Strategic Direction of the IEE, including the completion of several action items, the ultimate goal of the strategic directions had not yet been reached. It was felt that there was now a need to reflect on how to renew or adapt the reform agenda based on the lessons learnt to date.

1.6 Under item 16 **Part I** "Income and expenditure plan and the restructuring plan based on the expected cash flow of \$507 million for 2014-15", the representative of the External Auditor attended the debate on this item and provided advice. The Group first queried whether the information contained in the document could be considered to be a restructuring plan. The main concern, however, was whether the level of information provided in the document gave sufficient protection and direction to the Director-General. The representative of the External Auditor considered that the information given was not detailed enough to allow the Board to take an informed

decision. Another issue was the cost of the restructuring, for which there was no current separate funding provision under the \$507 million expenditure plan. What will be the cost? When will we know? And where will the resources come from? We were informed that more specific indications on financial implications would be available at the time of the General Conference. We were also told that a reduction in staff resulting from the voluntary separations could be funded through the remaining 36 C/5 funds, including the Emergency Fund, if available before the end of the biennium; the Director-General would also invite Member States to contribute to a dedicated Special Account; and as a last resort, funds would have to be sought from the \$507 million, 2014-2015 expenditure plan. Finally, on this item, the Secretariat explained the merging of low budget priority expected results with high priority ones and why they appeared to have impacted the funding percentages allocated to these high-budget priority expected results such as the IOC or the 2005 Convention. According to the Secretariat, the decision on priorities adopted by the Executive Board during its fifth extraordinary session on 4 July 2013 did not call for the termination or suspension of any programme or activity.

1.7 On **Part II** "UNESCO Priority Gender Equality Action Plan for 2014-2021", the group noted that while the definition of gender equality encompassed women and girls in addition to men and boys, in fact relatively few activities of the programme sectors addressed men and boys. It was agreed in the Group that lines of responsibility and accountability for the implementation of the Gender Action Plan needed to be clarified and baselines needed to be set. Basically we need to see where we are starting from and where we want to get. Finally, it was considered that all gender issues including sensitive ones should be discussed, given that UNESCO is the intellectual organization of the United Nations and its laboratory of ideas.

1.8 During extensive discussions on the Centre for Social Transformations and Intercultural Dialogue, which I think the Director-General summarized in a few words this morning, it was suggested that the Social and Human Sciences sector could begin to implement some of the ideas contained in the vision for the centre, but it was also considered that the document was not sufficiently grounded in evidence to make a good case for the creation of the Centre especially under a \$507 million budget leading to cuts in all areas, including in flagships such as the World Heritage Centre.

1.9 With regard to the Revised Operational Strategy on Priority Africa, it was not clear to us whether this revised strategy addressed the challenges of information sharing and knowledge management identified as the major challenges in the evaluation and in the section on the Global Priority Africa in the EX/4 document or whether the expected results for this strategy were fully covered within the Major Programmes. Member States welcomed the inclusion of an action plan in the strategy, although it would need further fine-tuning. We learnt that field offices in Africa would maintain their direct relations with the programme sectors and that the programme Assistant Directors-General would remain responsible and accountable for global programme coherence and results attainment as well as for providing guidance and programmatic support to field offices. We were also provided with the budget figures for each flagship project, which are annexed to the INF. document.

1.10 Madam Chair, lastly, given the number of queries from Member States and the confusion over how to deal with amendments to the various important documents under consideration for the General Conference, it is recommended that a proposal for a revised C/2 be submitted by the Secretariat to this session of the Executive Board. It is also necessary to explain to Member States the procedure for bringing forward amendments to the Medium-Term Strategy and the expenditure plan. Moreover, since some of the amendments made to the C/5 by the Executive Board in the C/6 concerned more than one commission, it was considered that the first joint meeting of the Programme and External Relations Commission (PX) and the Finance and Administrative Commission (FA) should examine these particular recommendations.

1.11 Madam Chair, the nature of our work in the Ad Hoc Preparatory Group makes us concentrate on matters of concern and on problems and challenges. This does not mean, however, that nothing positive has happened during the last biennium. The Secretariat has succeeded in maintaining UNESCO's relevance in some important areas under difficult conditions, which it is important to note. Madam Chair, I have taken the initiative to undertake a review of the functioning of the Ad Hoc Preparatory Group based on questionnaires sent to Member States and a debate during the session. I had said in my first report before you that the mission and efforts of the Group had served as "*eclaireurs*" or an advance mission for the Executive Board, shedding light on certain subjects, highlighting issues and concerns and paving the way for fruitful debate by the Executive Board by flagging what needed attention and decision making. The responses of Member States to the review overwhelmingly confirmed the utility of this Group and called for it to be more institutionalized. It is proposed that the group be Ad Hoc no more. All Member States, without exception, particularly appreciated the inclusiveness of the Group, which allows full participation of all Member States on an equal footing, breaking the glass between Board Members and non-Board Members, as eloquently stated by the Ambassador of Slovakia during our discussions. Some ideas and recommendations pertaining to the improvement of the working methods of the Group and its link to the Executive Board are available in the INF report. At the 193rd session, the new Board Members will take the decision on all the modalities related to this Group and the details of the review and the recommendations will be duly forwarded to them.

1.12 Madam Chair, Excellencies, colleagues and friends, before concluding I would once again like to thank the 18 members of the group and all the other delegations who took part in the debates with an acute sense of duty and commitment. You have made this Group what it is and what it will be. Let me thank you, Madam Chair, for the mark of confidence that you have bestowed upon us. I thank my accomplice and ever dynamic Vice-Chair, Mr Jens Dalsgaard from Denmark. Thank you for just about everything! I also thank the Chairs of the PX and FA Commissions respectively for their confidence and camaraderie and for their continuous presence and participation during the meetings. Madam Director-General, I would like to thank you and through you, I would like to thank the Deputy Director-General, the Assistant Directors-General and the all of the other representatives of the Secretariat for diligently responding to our questions and requests for clarification. We very

much appreciated the exchanges that we had with all of you, even if at times these exchanges were robust. After all, leadership that does not accept criticism is no true leadership. My very special thanks go to my very special team: Meriem Bouamrane, Sachin Bhatt, Caroline Munier, Eunice Ong, Matthias Eck, Caroline Siebold, and last but not least Elena Constantinou. Without you, nothing would have been possible. Finally, I give my thanks to all of you, distinguished delegates, for the times I may have succeeded, and my apologies to you for the times I may have fallen short. I wish us all a very productive session of the Executive Board. Thank you for your attention.

2. **The Chair** thanked the Chair of the Ad Hoc Preparatory Group for her hard work and her eloquent and cogent report and all those who had participated in the debates for their contributions.

REPORTING ITEMS (*continued*)

Item 4: Report by the Director-General on the execution of the programme adopted by the General Conference (*continued*) (192 EX/4 Parts I-IV; 192 EX/4.INF.-INF.2; 192 EX/AHPG/Recommendations)

Draft Medium-Term Strategy (37 C/4) and Draft Programme and Budget (37 I/5) (*continued*)

Item 16: Implementation of 191 EX/Decision 15 on the Draft Medium-Term Strategy (37 C/4) and the Draft Programme and Budget (37 C/5), and 5 X/EX/Decision 2 thereon (*continued*) (192 EX/16 Part I and Add. and Parts II-VII; 192 EX/AHPG Recommendations)

Plenary debate

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

Madam Chair, Madam Director General, Madam President of the General Conference, Excellencies, as we reach the end of a biennium in a difficult period, it is worth reflecting upon what has been achieved. We started this biennium with an instant 22 % budget cut and a \$41 million deficit. Through prudent financial management, we end the biennium without a debt to carry over. When the Organization called, the Member States rose to the challenge of working together to set priorities. The paper which is the result of that process is presented to the Board. On the face of it, we have one of the clearest papers the board has yet seen, taking the reader through each stage of the decisions taken. But I do have one question. Has the flexibility built into that decision been fully and appropriately used? Whilst the 4 July decision did not specify programmes which should be frozen or closed, it did very clearly lay out the grounds for setting funding of programmes to zero and re-allocating the resources to higher priorities.

3.2 Thanks to the Ad Hoc Preparatory Group, the Executive Board has come closer to actually doing its job by holding the Organization to account for its performance and delivery. It is clear, however, that at this point, accountability still requires a culture shift at UNESCO. For example, can we yet find a single performance indicator for UNESCO where it is the beneficiaries who assess the performance? An outsider looking in on the Executive Board for the past few years would also be surprised at the issues on which we have focused and those we did not seem to address. Why do we have to handle difficult issues as if we were a mini United Nations General Assembly? Could be not instead be informed about the

situation and what practical, neutral steps we could be supporting to address them? For instance, I am sure we are all concerned about the Syrian children who will miss out on their education, about the heritage being destroyed and about the artefacts being trafficked. But where is our discussion on how UNESCO could be helping? Madam Chair, sticking with relatively difficult issues, on 27 September, my delegation circulated a draft resolution relating to the Middle East items. Our intention in circulating this draft was to address procedural concerns regarding the discussion and voting on these items which, in the past, have led to divisive debate, threatening to undermine the valuable work of UNESCO. I believe that these concerns are shared by many Board Members. The United Kingdom would like to find a way forward which enables moderate and constructive debate and we are in discussion with others and open to suggestions from all about the best ways to achieve that aim. In the interests of a constructive outcome, we have decided to withdraw our draft resolution, but we trust that this gesture will be met with a willingness to find a constructive way forward on this issue. This is particularly important time for these issues and for UNESCO in general.

3.3 I wish to say that the United Kingdom supports the mission to the Mughrabi Gate agreed at the autumn session last year and we believe all members should be able to benefit from and access UNESCO's expertise and that UNESCO should continue to make itself available to help in any way it can. We hope that the parties concerned can work together to find a constructive way forward.

3.4 Madam Chair, turning to something more routine, at the end of the biennium, I am also left wondering whether we have got the balance right on field reform. While we were quite content to have new offices and more people in the field, the deal was that we must approach it by looking at the overall picture across the globe. It is about programme delivery far more than representation. Just as we asked, in our judgement about setting priorities for the programmes, for a judgement on critical mass, it is time to ask for an assessment of the critical mass of individual offices. Let me be clear: UNESCO is not Coca Cola, we do not need a representative in every village, and we cannot afford it. At this session we have also discovered that UNESCO simply is not reporting on progress towards some of the performance indicators that we put so much energy into defining in the last C/5. Some sectors simply cut and paste parts of their EX/4 reporting from one session to the next. That is unacceptable, but there is also another message we should draw from it. If we see the same challenge time after time being reported in programme implementation, are we not failing in our own duty to explore that challenge? Similarly, is it sensible and sustainable to keep demanding a full EX/4 report every six months? There must be a better balance to be struck to have proper reporting at a reasonable frequency.

3.5 Colleagues, like many around this table, I will be glad when this week's election is over. Glad, not just because we can then plan with certainty and express opinions without anyone making a desperate rush to interpret them vis-à-vis a particular candidate, but also because the campaign itself will be over. Maybe I am naïve, but I would have hoped that a campaign for the top job in an agency considered by many to be the conscience of the United Nations would be about ideas. Regrettably, for some it seems to have been more about smears. I can only wonder what moral authority a winner would have if

they arrived in office through such a campaign. Equally, all UNESCO staff would be well served to remember their own duty to be neutral, which is embedded in the Standards of Conduct for the International Civil Service code. Thank you Madam Chair.

4.1 **Mr Andreassen** (Denmark) *in extenso*:

Madam Chair of the Executive Board, Madam Director General, distinguished delegates, I have the honour to speak on behalf of the European Union and four Candidate Countries: the former Yugoslav Republic of Macedonia, Iceland, Montenegro and Serbia. Albania also associates itself to this statement. The EU-UNESCO partnership is built upon common values and objectives. Since the Memorandum of Understanding was signed one year ago, the European Union has made new commitments to make financial contributions to the value of €17 million to projects implemented by UNESCO and more cooperation is being negotiated, which would double this amount. The European Union remains strongly committed to the objective of sustainable development. A new framework will be decided at the ongoing United Nations General Assembly session, where the European Union is promoting a single overarching post-2015 framework that recognizes that poverty eradication and sustainable development are interlinked. We see many ways in which UNESCO can contribute to these goals and we encourage UNESCO to continue to explore how each programme can feed into the 2015 process. The right to education requires universal commitment. We welcome progress made in achieving the Education for All (EFA) goals and gender parity and we encourage further efforts in the area of literacy. Furthermore, we believe that a free flow of information on the internet can help to enhance equitable access to quality education and lifelong learning. The European Union supports UNESCO's role in the Global Education First Initiative and appreciates the proposal of the Secretariat for the follow-up of the United Nations Decade for Education for Sustainable Development. UNESCO's contribution regarding water, oceans and the biosphere is pivotal. We highly value the Organization's continued efforts to strengthen the science-policy interface. Africa and gender parity are important to the European Union. We look forward to discussions on the implementation of UNESCO's two global priorities in line with the IOS and International Labour Organization evaluations. We have high expectations for the second Gender Equality Action Plan and the revised operational strategy on Africa.

(The speaker continued in French)

4.2 Madame la Présidente, nous croyons résolument que la culture est un catalyseur pour le développement humain durable. La mise en œuvre des conventions culturelles doit demeurer une priorité programmatique de l'UNESCO. Nous approuvons la solution proposée par la Directrice générale pour garantir le financement des obligations statutaires. Nous la félicitons d'avoir pris rapidement l'initiative d'une réunion d'experts afin de sauvegarder le patrimoine culturel au Mali et en Syrie et d'empêcher des trafics illicites supplémentaires. L'Union européenne contribue financièrement aux plans d'action correspondants. Elle exprime par ailleurs sa vive préoccupation face au pillage du musée Malawi en Égypte.

4.3 Attachée à la promotion et à la protection des droits de l'homme, l'Union européenne approuve l'engagement de l'UNESCO en faveur de l'approche

commune des Nations Unies fondée sur ces droits. Nous sommes déterminés à continuer de défendre la liberté de la presse et le développement des médias et des capacités dans ce domaine partout dans le monde, ainsi qu'un égal accès à l'information et au savoir. Le rôle de l'UNESCO dans la défense de la liberté d'expression doit infuser tous les secteurs d'activité. Pour que le cyberspace reste ouvert et libre, les normes, principes et valeurs que nous défendons « hors ligne » doivent s'appliquer également « en ligne ». Les droits fondamentaux, la démocratie et l'état de droit doivent aussi être protégés dans le cyberspace. Nous sommes profondément préoccupés par l'augmentation de la violence contre les journalistes, les bloggeurs et les sources journalistiques, quels qu'ils soient, dans les situations de conflit ou d'autres situations. Nous nous félicitons du Plan d'action des Nations Unies sur la sécurité des journalistes et la question de l'impunité ainsi que du rôle de chef de file joué par l'UNESCO.

4.4 Madame la Directrice générale, mettre en œuvre les priorités programmatiques décidées à la 5^e session extraordinaire du Conseil exécutif n'est pas une tâche aisée. Nous en avons pleinement conscience et nous vous soutenons, ainsi que le Secrétariat, dans cette difficile entreprise. Nous avons pris bonne note de votre plan de dépenses de 507 millions de dollars pour 2014-2015, élaboré en conformité avec la décision, malheureusement inévitable, des États membres. Les financements de certains secteurs d'activité vont être considérablement réduits. Le plan indicatif stratégique de restructuration du personnel va imposer des décisions difficiles. Nous ne l'ignorons pas et nous soutenons pleinement vos efforts pour réformer l'UNESCO, parvenir à une meilleure concentration de ses activités et accroître son efficacité, et nous encourageons les États membres à relever le défi de la réforme des organes directeurs. En cette période de difficultés, nous tenons à vous faire part, Madame la Directrice générale, de notre satisfaction quant à votre direction de l'Organisation. Merci.

(L'orateur reprend en anglais)

4.5 Madam Chair, distinguished colleagues, now I will speak on behalf of Denmark. Madam Director-General, once again we would like to thank you for your commitment to steering UNESCO through these difficult times, the result of which is that we will most likely come out of this challenging biennium without bringing forward any deficit, which is a truly remarkable achievement. We also wish to acknowledge all the efforts which you and the entire Secretariat have put into the development of the US \$507 million expenditure plan, faced with all the difficult balances there are to strike. Although this is of course a particularly difficult task for UNESCO staff, Member States are also affected by this painful, but unfortunately necessary exercise. In general, we find the main features of the plan acceptable and in line with the decision of the Executive Board, although there are a few weak points.

4.6 Madam Director-General, as you may be aware, the five Nordic countries have a well-established rotation on the Executive Board. This session marks the end of Denmark's four years on the Board and we will probably not be back for the next 16 years. Over the past four years it has been extremely encouraging to work under the joint leadership of you, Madam Director-General, and of the Executive Board to reform the Organization to enable it to perform more effectively. While in the follow-up to the Independent External Evaluation, we have seen quite

some progress, the potential of the five strategic directions is still far from exhausted. This is why we warmly welcome your invitation to set out a renewed reform agenda based on the strategic directions adopted by the General Conference. Therefore, when we return to the Board in 16 years' time we hope to find a UNESCO that exercises a still more focused, interdisciplinary, flexible and forward-looking programme that is relevant to Member States. A stronger focus, including through further freezing of activities, is not only already necessary because of financial restrictions; it is also desirable and the only way to ensure the relevance and impact of our actions in the longer term. With clear baselines for programmes, relevant objectives and realistic expected results reporting will also be more credible and action-oriented in the future. We also hope to find a UNESCO with a necessarily strong presence in the field. The Africa network will hopefully have ensured a targeted and impact-oriented implementation of Priority Africa that supports the Member States and Africans most in need. In all regions, UNESCO will support quality programme delivery through its numerous partnerships and through its presence where appropriate and viable. In relation to the United Nations family, we also firmly hope that UNESCO will have maintained and reinforced its strong position within the United Nations which you, Madam Director-General, have so successfully pursued, not so much for UNESCO's sake, but to achieve a clearer division of responsibilities and to maximize the impact of our common efforts towards the post-2015 development goals. We would like to see the Executive Board become more executive and substantive so that it can properly fulfil its programme monitoring role. We also hope that the General Conference will become a more attractive global platform for strategic exchanges between governments. Finally, concerning partnerships, it is our hope that the current strategy will have proven to be the first step towards a much more efficient, flexible and result-oriented culture of cooperation with all kinds of relevant partners. On the subject of networks, let us also congratulate UNESCO and everyone present on the 60th anniversary of the UNESCO Associated Schools Project Network, which according to our experience is a most fruitful and promising network, not least in its capacity to promote quality education and Global Citizenship. All these hopes for the future of the Organization are embedded in the five strategic directions adopted by the General Conference. We share the view that now is the time to look beyond the immediate difficulties and renew our reform agenda for UNESCO based on these agreed directions and in the interest of focusing and strengthening UNESCO's contribution to lasting peace, sustainable development and the promotion of human rights through its work in its fields of competence. Merci, et à la prochaine!

5.1 Г-н Тасмагамбетов (Казахстан)
полный текст:

Уважаемая госпожа Генеральный директор, уважаемая госпожа Председатель, дамы и господа, разрешите пожелать всем нам плодотворной работы на очередной 192-й сессии Исполнительного совета. Прежде всего, позвольте выразить глубокую признательность госпоже Генеральному директору ЮНЕСКО за ее официальный визит в Республику Казахстан для участия в Международном форуме по случаю инаугурации Международного десятилетия сближения культур (2013-2022 гг.). Также хочу особо поблагодарить Секретариат ЮНЕСКО за оказанное содействие в

проведении данного мероприятия. Ваше участие в Форуме, уважаемая госпожа Генеральный директор, безусловно, придало особое значение мероприятию, которое позволило укрепить статус ЮНЕСКО как лидирующей организации в области продвижения межкультурного диалога и взаимопонимания.

5.2 В прошедшем в столице Казахстана Астане Форуме приняли участие руководители международных организаций, видные общественные и политические деятели со всего мира. Это в очередной раз подчеркнуло актуальность вопроса продвижения культуры мира и идей нового гуманизма в современном обществе. Мы рассматриваем это как неотъемлемую часть усилий по пропаганде и формированию, прежде всего, у молодого поколения идеалов культуры мира и общечеловеческих ценностей. В современных условиях реализация мер по поощрению межкультурного диалога требует целостного системного подхода, в этой связи свою актуальность сохраняет предложенная в ходе 191-й сессии Исполнительного совета в рамках предлагаемых реформ инициатива Генерального директора по созданию Центра социальных преобразований и межкультурного диалога. Выражаем надежду на широкую поддержку данной инициативы как в рамках Исполнительного совета, так и Генеральной конференции ЮНЕСКО.

5.3 Дамы и господа, наша страна намерена и далее следовать своей приверженности идеалам ЮНЕСКО на пути укрепления сотрудничества с Организацией. В этом направлении еще одним значимым мероприятием текущего года станет проведение 14-16 октября в г. Алматы Международного форума по Шелковому пути, организованного совместно с Секретариатом ЮНЕСКО. В повестку дня Форума включен ряд значимых вопросов в области изучения Шелкового пути, таких как роль этой самой глобальной в истории человечества коммуникации в развитии экономических и межкультурных связей в средневековом обществе, поиск путей возобновления взаимосвязи между странами Шелкового пути, исходя из реалий современного мира и перспективы международного сотрудничества в данной области. Отрадно, что в рамках данного мероприятия планируется официальный запуск онлайн-платформы ЮНЕСКО по Шелковому пути, которая станет началом предметного и функционального наполнения нашей работы. Планируется, что в Форуме примут участие представители более 20 стран, находящихся на основных маршрутах Шелкового пути, а также ведущие ученые и международные эксперты по этой масштабной научной теме. Такой широкий отклик продиктован пониманием того, что только совместное изучение и исследование культурного наследия региона может внести весомый вклад в развитие интеграционных процессов, способствуя сближению культур и развитию диалога. Мы уверены, что наряду с программной деятельностью ЮНЕСКО в государствах-членах подобные мероприятия способствуют популяризации идей ЮНЕСКО среди гражданского общества и вовлечению молодого поколения в процессы международного сотрудничества на благо мира и процветания наций.

5.4 Уважаемые коллеги, Казахстан поддерживает деятельность руководства и Секретариата ЮНЕСКО по реализации реформ, представленных Генеральным директором в ходе предыдущей 191-й сессии Исполнительного совета. Вместе с тем, в преддверье 37-й

сессии Генеральной конференции ЮНЕСКО особую значимость приобретает наша способность достичь компромисса в вопросах формирования предложений Исполнительного совета касательно основных программных документов: Проекта среднесрочной стратегии и Проекта программы и бюджета. Безусловно, представленные Генеральным директором меры по реструктуризации человеческих и финансовых ресурсов Организации позволяют поддержать деятельность ЮНЕСКО на прежнем уровне. Принимая во внимание период действия представленных программ, важно сосредоточиться на преобразованиях, которые сохранят свою актуальность в течение длительного периода. Тем более, что сегодня мы подходим к той временной отметке, когда заканчивается реализация ряда глобальных инициатив, таких как Цели в области развития, сформулированные в Декларации тысячелетия, Десятилетие образования в интересах устойчивого развития Организации Объединенных Наций и другие. Это как нельзя лучше перекликается с текущими реформами в ЮНЕСКО, которые могут стать залогом активного участия Организации в формировании Повестки дня в области развития после 2015 г. Уважаемые члены Исполнительного совета, перед нами период принятия сложных решений, основанных исключительно на принципах диалога и взаимопонимания. Сегодня государства – члены Организации как никогда нуждаются в программной деятельности, консультативной и иной помощи со стороны ЮНЕСКО. Как члены Исполнительного совета, мы, прежде всего, должны учитывать не только потребности своих регионов, но и интересы самой Организации на пути ее преобразования в более эффективную и современную структуру международного сотрудничества. В завершение своего выступления, позвольте вновь пожелать Вам успешной и плодотворной работы. Благодарю за внимание.

(5.1) **M. Tasmagambetov** (Kazakhstan)
in extenso (traduit du russe) :

Madame la Directrice générale, Madame la Présidente, Mesdames et Messieurs, permettez-moi de nous souhaiter à tous des travaux fructueux dans le cadre de cette 192^e session du Conseil exécutif. Permettez-moi, avant tout, d'exprimer à la Directrice générale de l'UNESCO ma profonde reconnaissance pour la visite officielle qu'elle a effectuée au Kazakhstan afin de participer au Forum international tenu à l'occasion du lancement de la Décennie internationale du rapprochement des cultures (2013-2022). Je tiens aussi à remercier tout particulièrement le Secrétariat de l'UNESCO pour sa contribution à l'organisation de cette manifestation. Votre participation au Forum, Madame la Directrice générale, a bien entendu conféré à cette manifestation une importance particulière qui a permis de renforcer le statut de l'UNESCO en tant qu'organisation chef de file dans le domaine de la promotion du dialogue interculturel et de la compréhension mutuelle.

(5.2) Ont pris part au Forum, qui était organisé dans la capitale du Kazakhstan, Astana, des dirigeants d'organisations internationales ainsi que des personnalités publiques et politiques de premier plan du monde entier. Cela souligne une nouvelle fois la pertinence de promouvoir une culture de la paix et l'idée d'un nouvel humanisme dans la société contemporaine. Cette tâche constitue selon nous une

partie intégrante des efforts destinés à promouvoir et renforcer, en particulier chez les jeunes, les idéaux d'une culture de la paix et les valeurs universelles. Dans les conditions actuelles, il faut, pour promouvoir le dialogue interculturel, adopter une approche systémique globale. À cet égard, l'initiative de créer un centre pour la transformation sociale et le dialogue interculturel, mise en avant par la Directrice générale à la 191^e session du Conseil exécutif dans le cadre des réformes proposées, conserve toute sa pertinence. Nous espérons qu'elle bénéficiera d'un large soutien tant dans le cadre du Conseil exécutif que dans celui de la Conférence générale.

(5.3) Mesdames et Messieurs, notre pays entend continuer d'œuvrer en faveur des idéaux de l'UNESCO en renforçant sa coopération avec l'Organisation. Dans cette optique, il est à noter qu'un Forum international sur la Route de la soie, organisé conjointement avec le Secrétariat de l'UNESCO se tiendra du 14 au 16 octobre à Almaty. À son ordre du jour figurent plusieurs questions importantes, comme le rôle que cette voie de communication essentielle dans l'histoire de l'humanité a joué dans le développement des relations économiques et interculturelles au Moyen Âge, la recherche de moyens de renouer les relations entre les pays de la Route de la soie à partir des réalités du monde moderne, et les perspectives de coopération internationale dans ce domaine. Nous notons avec satisfaction qu'il est prévu de lancer officiellement, dans le cadre de cette manifestation, la plate-forme en ligne de l'UNESCO sur la Route de la soie, qui marquera le début de notre action concrète et effective. Le Forum devrait réunir des représentants de plus de 20 pays situés sur les principaux itinéraires de la Route de la soie, ainsi que des universitaires de renom et des spécialistes internationaux de ce vaste thème d'étude. L'ampleur de cette réponse est dictée par la prise de conscience du fait que seule une étude conjointe du patrimoine culturel de la région peut contribuer de manière significative au développement de processus d'intégration qui facilitent le rapprochement des cultures et le dialogue. Nous sommes certains que de telles manifestations, parallèlement aux activités que l'UNESCO mène dans les États membres, aideront à diffuser les idées de l'Organisation dans la société civile et à associer la jeune génération aux processus de coopération internationale qui se mettent en place pour la paix et la prospérité des nations.

(5.4) Chers collègues, le Kazakhstan appuie l'action que la direction et le Secrétariat de l'UNESCO mènent pour mettre en œuvre les réformes présentées par la Directrice générale à la 191^e session du Conseil exécutif. À la veille de la 37^e session de la Conférence générale, cependant, il importe que nous puissions trouver un compromis s'agissant de nos propositions concernant les principaux documents programmatifs que sont le Projet de stratégie à moyen terme et le Projet de programme et de budget. Il ne fait aucun doute que les mesures de restructuration des ressources humaines et financières présentées par la Directrice générale permettront à l'UNESCO de maintenir ses activités au niveau antérieur. Compte tenu de la durée de validité des programmes présentés, il importe de se concentrer sur les transformations qui

conserveront leur pertinence sur une longue période. Cela vaut d'autant plus que nous arrivons aujourd'hui à un point dans le temps qui correspond à la fin de la mise en œuvre d'un certain nombre d'initiatives mondiales telles que les Objectifs du Millénaire pour le développement formulés dans la Déclaration du Millénaire, la Décennie des Nations Unies pour l'éducation au service du développement durable, etc. Cela ne pourrait mieux résonner avec les réformes en cours à l'UNESCO, qui peuvent être la clé d'une participation active de l'Organisation à l'élaboration de l'agenda pour le développement post-2015. Mesdames et Messieurs, il va nous falloir prendre, dans la période à venir, des décisions difficiles, fondées uniquement sur les principes du dialogue et de la compréhension mutuelle. Les États membres ont aujourd'hui plus que jamais besoin des activités et des conseils et autres formes d'assistance de l'UNESCO. En tant que membres du Conseil exécutif, nous devons prendre en compte non seulement les besoins de nos régions, mais aussi les intérêts de l'Organisation pour en faire une structure plus efficace et moderne de coopération internationale. Pour conclure, permettez-moi une nouvelle fois de vous souhaiter un travail fructueux et fécond. Je vous remercie de votre attention.

6.1 Mr Simataa (Namibia) *in extenso*:

Madam Chair of the Executive Board, Madam President of the General Conference, Madam Director-General, colleagues, members of the Executive Board, from the outset the Namibian delegation would like to associate itself with the statement to be made on behalf of the Africa Group by the distinguished Ambassador of Ethiopia. Our delegation would also like to express sympathy with the governments and peoples of the Republic of Kenya and the Federal Republic of Nigeria for the tragic loss of innocent lives in the recent attacks.

6.2 Madam Chair, we commend and appreciate the Director General's tireless efforts to manage the Organization and ensure its relevance under difficult and unpredictable financial circumstances. In the same vein, we commend the Ad Hoc Preparatory Group for meticulously interrogating critical issues in advance. There is no doubt that the thorough prior examination of issues immensely contributes to quality discussions at every session of the Board. It is crystal clear that the current financial situation has had serious ramifications for programme delivery. It is therefore imperative for the Executive Board to continuously ensure that the necessary programmes and activities are prioritized and the diverse needs of Member States are taken into account. Having examined documents 192 EX/4 Parts I-IV and 192 EX/4.INF.-INF.2, we once again wish to state that UNESCO is about to reach the stage where there is no room to manoeuvre, since all avenues seem to have been exhausted. The current staffing situation has negative implications for the performance of the Secretariat. This situation will not only impair the Organization's ability to execute its mandate, but will in future seriously diminish UNESCO's ability to attract and retain qualified and competent staff. This is of grave concern to my delegation. The Organization, like any other, needs to plan and execute its programmes in a predictable and sustainable environment. We as Member States have an obligation to create such an environment. Reliance on voluntary contributions to fund the Organization's approved

programmes and activities is not sustainable at all and is not in the best interests of UNESCO. Reading document 192 EX 4, Part 1(A), it is clear that the Social and Human Sciences, Culture and Communication and Information programme sectors, did not manage to mobilize adequate funds to implement their approved programmes, in spite of concerted efforts to raise extrabudgetary resources. We must also echo our previous concerns, Madam Director-General, that the report on the execution of the programme adopted by the General Conference continues to be descriptive and does not report on the outcomes or results achieved, nor does it provide an analysis of the impact of the programmes. Our delegation once again implores the Secretariat to continue paying particular attention to the nature and format of the reports during the implementation of the approved 37 C/5 document in the context of results-based budgeting, programming, management and evaluation. This will enable the Executive Board to effectively exercise its oversight function and will equally assist the Board in making decisions on the prioritization of programmes and activities, including determining which activities should be discontinued. This is extremely difficult to achieve based on the current reports. Regarding the draft 37 C/5 document, the Namibian delegation endorses what has been reflected in all major programmes. However, we expect the Organization to achieve and deliver more on Priority Africa, Gender Equality, Youth in general, and the Strategy for African Youth in particular during the implementation of the 37 C/5 document.

6.3 Madam Chair, the leadership and coordination role of UNESCO in achieving the Education for All (EFA) and relevant Millennium Development Goals by 2015 and its strategic participation in the preparations for and implementation of a post-2015 development agenda is critical and has become more urgent than ever before. Madam Director-General, we thank you most sincerely for your positive reaction to the Executive Board's advice to reconsider the idea to establish the Centre for Social Transformations and Intercultural Dialogue. We also appreciate the attention being given to the Culture Conventions. Namibia is delighted to have its second World Heritage Site inscribed this year. We further expect to see more activities at the implementation level in Member States. In conclusion, Madam Chair, Namibia would like to sincerely thank the Director-General for finding time in her busy schedule to visit our country. The visit enabled the Director-General to interact, engage and listen to the views of national leaders, relevant institutions and organizations, the youth, learners and women and to appreciate their expectations. Thank you.

٧,١ السيد عمرو (مصر) النص الكامل:

السيدة رئيسة المجلس التنفيذي، السيدة رئيسة المؤتمر العام، السيدة المديرية العامة، أصحاب السعادة، السيدات والسادة الحضور، اسمحوا لي في مستهل كلمتي أن أتقدم بوافر التقدير إلى السيدة إيرينا بوكوفا، المديرية العامة للمنظمة على ما بذلته من جهود مكثفة طيلة الأعوام الأربعة المنقضية، كما أتقدم إلى سيادتها بخالص الشكر على إسهاماتها المتميزة في تعزيز دور منظمة اليونسكو في ظل ظروف بالغة الصعوبة والتعقيد. فقد فرضت على المنظمة كثير من الأعباء غير المسبوقة التي استعرضتها سيادتها في تقريرها خلال الجلسة الافتتاحية صباح اليوم بما يعكس وعيها الكامل بالمخاطر الحقيقية التي تواجهها المنظمة. ولا يفوتني نيابة عن حكومة بلادي وشعب مصر أن أتوجه بالشكر بأسمى آيات التقدير إلى السيدة المديرية العامة وأعضاء الأمانة على الدعم الذي تم تقديمه لحماية تراثنا الثقافي الذي يشكل جزءاً من التراث

العالمي. ولقد كان تحرك المديرية العامة بإصدار بيان يدين الهجمات العنيفة من جانب البعض وبشكل غير مبرر على مواقع التراث وأماكن العبادة ذات الطابع التاريخي والأثري وإرسال بعثة فنية للوقوف على حجم أعمال التدمير والنهب الذي تعرض لها متحف ملاوي في صعيد مصر وتقييم الخسائر التي أصابت تراثنا الثقافي وإبلاغ الأمانة لنا باستعدادها لتقديم العون التقني لمصر وأبلغ الأثر في نفوس الشعب المصري وأكد العلاقة الخاصة وعمق التعاون بين مصر واليونيسكو من أكثر من خمسين عاماً منذ تبنى اليونيسكو لمشروع إنقاذ النوبة وأنتهز هذه الفرصة لأحيي ما جاء في كلمة الاتحاد الأوروبي منذ قليل لإدانة أعمال العنف التي تعرض لها متحف ملاوي.

٧,٢ السيدة رئيسة المجلس، لقد قمنا مع باقي أعضاء المجلس بعمل شاق على مدار العام الحالي للتوصل إلى تحديد أولويات عمل المنظمة خلال الفترة القادمة مع وضع تداعيات الأزمة المالية التي تمر بها المنظمة في الاعتبار وما كنا نرغب أن يتم المساس ببعض برامج اليونيسكو وأنشطتها في عالم يصارع موجات عديدة من العنف والإرهاب. وإننا نؤمن بأنه لا يمكن للعالم أن يحقق التنمية المنشودة بدون دور فعال وقوي لليونسكو، الأمر الذي يلقي على عاتقنا جميعاً مسؤولية بذل الجهد في تفعيل دور المنظمة وتمكينها من تحقيق أهدافها. وإننا نرحب بكل فكرة تتخذها الأمانة أو مبادرة تتخذها الدول الأعضاء للمساهمة في عملية الإصلاح وإعادة الهيكلة المقترحة لقطاعات اليونيسكو المختلفة، ومع ذلك نود أن نشاطر ما قالته المديرية العامة في تقريرها صباح اليوم بأن موظفي هذه المنظمة والعاملين فيها هم رأس مالها الحقيقي، لذا وجب الاستثمار فيهم ورعايتهم. وإننا نكرر ما سبق واقترحنه في الدورات السابقة ألا يكون الاستغناء عن بعض موظفي المنظمة خلال الفترة القادمة أحد الخيارات لمواجهة الأزمة المالية ونأمل في أن يكون ذلك هو الخيار الأخير.

٧,٣ السادة أعضاء المجلس، إن القضايا التي نأمل من اليونيسكو التعامل معها تتنامى وتتسبب يوماً بعد يوم وتبقى القضية الأساسية وهي قضية التعليم ومحو الأمية التي لها الأولوية الخاصة، فلا تنمية بدون تعليم ولا نشر لتقافة التسامح بدون تعليم ولا تقارب بين الشعوب بدون تعليم ولا تحقيق للمساواة واحترام حقوق الإنسان إلا بالتعليم ولا يمكن القضاء على الإرهاب والتطرف إلا بالتعليم. ونظراً لاهتمام حكومة بلادي بقضية تطوير التعليم وعلى رأسها إشكالية محو الأمية فقد تحركنا بمساعدة اليونيسكو لتطوير مركز "سرس الليان" لمحو الأمية وتعليم الكبار. وإننا نؤمن بأهمية هذا المركز وقد عمل كمرکز من مراكز الفئة الأولى لليونسكو خلال الفترة من ١٩٥٢ حتى ١٩٨٢، والآن نأمل عودته ليعمل تحت مظلة اليونيسكو كمرکز من مراكز الفئة الثانية. وعلاوة على ما تقدم فإننا سنواصل كافة جهودنا لضمان أن تحظى قضايا الشباب والمساواة بين الجنسين، وكذلك القضية الأولى وهي على رأس أولوياتنا وهي أولوية أفريقيا، بالاهتمام الواجب عند تنفيذ المنظمة لاستراتيجيتها وبرامجها من خلال كافة القطاعات مع تفعيل دور المكاتب الميدانية في أفريقيا.

٧,٤ السيدة رئيسة المجلس، كانت القرارات التي توصلنا إليها بقيادةكم وبرعاية السيدة المديرية العامة لليونسكو بالإجماع في ختام الدورة الماضية للمجلس التنفيذي بشأن حماية المقدسات ومواقع التراث الثقافي في الأراضي العربية المحتلة بما في ذلك مدينة القدس بمثابة إعادة تأكيد وتجديد للعهد من قبل هذه المنظمة على الاضطلاع بمسؤوليتها كاملة تجاه المقدسات والمواقع. وتتذكرون جيداً مدى المرونة التي تعاملت بها المجموعة العربية لإنجاح هذا المسعى في إطار من حسن النوايا. ويؤسفني أن نجتمع اليوم دون أن نحزر أي تقدم على أرض الواقع نتيجة فرض شروط جديدة أو أسباب مختلفة للتوصل من تنفيذ قرارات المجلس ولجنة التراث العالمي. السادة أعضاء المجلس، علينا أن نواجه مسؤولياتنا تجاه قضية القدس ونناقش هذا الموضوع بالجدية اللازمة ومع ما يتناسب وأهميته، باعتبار ذلك مسألة تدخل في اختصاص أعمالنا كمجلس تنفيذي لمنظمة اليونيسكو. وإن أي محاولة لإضعاف دور هذا المجلس ومنظمة اليونيسكو في التعامل مع هذا الموضوع على نحو لا يتفق ومسؤولية هذه المنظمة وأهمية موضوع القدس خلال هذه الدورة لن يؤثر سلباً على حماية مواقع التراث ذات الطابع العالمي والمقدسات

الدينية بمدينة القدس فحسب وإنما سيؤثر بالتأكيد على مصداقية هذا المجلس ومنظمة اليونيسكو ودورها المستقبلي كمنظمة دولية معنية بالتراث العالمي، ليس فقط من منظور الحكومات ولكن أيضاً من منظور الرأي العام ونظرة شعوبنا لهذه المنظمة وأرجو ألا يفقدوا الأمل فينا وفي الدور الذي عهد إلينا وأن يصدر عن هذه الدورة قرارات واضحة بشأنها.

٧,٥ السيدة رئيسة المجلس، في ختام كلمتي أود أن أعرب عن رغبة وفد مصر الكاملة في التعاون مع الوفود الأخرى والأمانة والشركاء غير الحكوميين عبر لجناتهم الموقرة التي تتشرف مصر برئاستها لإنجاح هذه الدورة الحيوية وتمهيد الأرضية والمناخ اللازمين للمؤتمر العام القادم وإتمام عملية الإصلاح بما يسمح بانطلاقة جديدة. وأخيراً أود أن أكرر شكري لما جاء في كلمة الاتحاد الأوروبي عن أحداث العنف التي تعرض لها متحف ملاوي ونأمل في الحصول على تضامن كافة الدول الأعضاء مع قضايانا المعاصرة. وشكراً.

(7.1) **M. Amr (Égypte) in extenso**
(traduit de l'arabe) :

Madame la Présidente du Conseil exécutif, Madame la Présidente de la Conférence générale, Madame la Directrice générale, Excellences, Mesdames et Messieurs, permettez-moi tout d'abord de rendre un vibrant hommage à Mme Irina Bokova, Directrice générale de l'Organisation, pour les efforts inlassables qu'elle a fournis ces quatre dernières années, et de lui exprimer ma plus profonde gratitude pour toutes ses remarquables contributions visant à renforcer le rôle de l'UNESCO dans un contexte extrêmement difficile et compliqué. En effet, l'Organisation se trouve dans l'obligation de supporter des fardeaux sans précédent, fardeaux que Madame la Directrice générale a décrits dans le rapport qu'elle a présenté lors de la séance d'ouverture de ce matin, démontrant ainsi qu'elle a pris la pleine mesure des dangers qui pèsent sur l'Organisation. Au nom du Gouvernement et du peuple égyptiens, je ne peux donc que dire à quel point nous savons gré à Madame la Directrice générale, ainsi qu'aux membres du Secrétariat, de l'action qu'ils ont menée pour protéger notre patrimoine culturel, qui fait partie du patrimoine mondial. Madame la Directrice générale a d'ailleurs publié une déclaration condamnant les violentes agressions commises par certains, de façon injustifiée, contre des hauts lieux du patrimoine et des lieux de culte ayant un caractère historique et archéologique, et elle a également dépêché sur place une mission technique chargée d'évaluer l'ampleur des dégâts et des pillages subis par le musée de Mallawy en Haute-Égypte et de faire le point sur les pertes que cela représente pour notre patrimoine culturel. De son côté, le Secrétariat s'est dit prêt à apporter une aide technique à l'Égypte. Toutes ces actions ont été extrêmement bien accueillies par le peuple égyptien. Elles démontrent la solidarité des liens et la profondeur de la coopération qui existent entre l'Égypte et l'UNESCO depuis plus de 50 ans, depuis l'exécution par l'UNESCO du projet de sauvetage des monuments de Nubie. Je saisis également cette occasion pour saluer l'Union européenne, qui, dans son allocution prononcée il y a quelques instants, a condamné les attaques lancées contre le musée de Mallawy.

(7.2) Madame la Présidente du Conseil, durant l'année en cours, nous nous sommes efforcés, avec les autres membres du Conseil, de définir les priorités de l'Organisation pour la période à venir en prenant

en compte les incidences de la crise financière que traverse notre Organisation. Notre ardeur souhaité qu'aucun programme ou activité de l'UNESCO ne soit touché au moment où le monde est confronté à d'innombrables actes de violence et de terrorisme. Nous sommes convaincus que le monde ne pourra pas parvenir au développement souhaité si l'UNESCO n'est pas efficace et puissante. Il nous incombe donc à tous de faire tout notre possible pour renforcer le rôle de l'Organisation et lui permettre d'atteindre ses objectifs. Nous nous félicitons de chaque idée adoptée par le Secrétariat et de chaque initiative prise par les États membres à l'appui de la réforme et de la restructuration proposées pour les divers secteurs de l'UNESCO, mais nous partageons également l'opinion exprimée par la Directrice générale dans son rapport de ce matin, à savoir que les membres du personnel de l'Organisation sont son véritable capital. Il faut donc investir dans ce capital humain et en prendre soin. Comme nous l'avons déjà déclaré lors des précédentes sessions, il ne faut pas proposer de se séparer de certains fonctionnaires de l'Organisation pour sortir de la crise financière, et nous espérons qu'une telle option ne sera envisagée qu'en dernier recours.

(7.3) Mesdames et Messieurs les membres du Conseil, les questions que l'UNESCO espère régler ne cessent de croître en nombre et de gagner en complexité. L'éducation et l'alphabétisation demeurent toutefois le principal objectif et la première des priorités. Le développement et la diffusion de la culture de la tolérance passent par l'éducation, tout comme le rapprochement entre les peuples, l'égalité, le respect des droits de l'homme, et l'éradication du terrorisme et de l'extrémisme. Étant donné l'attention que le Gouvernement égyptien accorde au développement de l'éducation, et notamment à l'alphabétisation, nous œuvrons, avec l'aide de l'UNESCO, à la mise en place du centre de Sirs El-Layyan pour l'alphabétisation et l'éducation des adultes. Ce centre revêt une grande importance pour nous. Il a été un centre UNESCO de catégorie 1 de 1952 à 1982, et nous espérons aujourd'hui qu'il deviendra un centre de catégorie 2 placé sous l'égide de l'UNESCO. En outre, nous entendons poursuivre nos efforts pour faire en sorte que les questions de la jeunesse et de l'égalité entre les sexes, ainsi que la première des priorités, à savoir l'Afrique, reçoivent toute l'attention nécessaire lorsque l'Organisation mettra en œuvre sa stratégie et ses programmes par l'intermédiaire de ses secteurs et grâce au renforcement des bureaux hors Siège en Afrique.

(7.4) Madame la Présidente du Conseil, les décisions auxquelles nous sommes parvenus à l'unanimité sous votre direction, et avec l'aide de la Directrice générale de l'UNESCO, en clôture de la précédente session du Conseil exécutif, à savoir les décisions relatives à la protection des lieux saints et des sites du patrimoine culturel qui se trouvent dans les territoires arabes occupés, y compris dans la ville de Jérusalem, représentent un renouvellement de l'engagement pris par l'Organisation d'assumer ses pléines responsabilités à l'égard des lieux saints et des sites du patrimoine. Vous vous souvenez certainement de la souplesse et de la bonne volonté dont le Groupe arabe a fait preuve pour faire aboutir

les efforts déployés, mais force est de constater que nous nous réunissons aujourd'hui sans qu'il y ait eu le moindre progrès sur le terrain en raison des nouvelles conditions imposées et des raisons multiples invoquées pour ne pas appliquer les décisions du Conseil exécutif et du Comité du patrimoine mondial. Mesdames et Messieurs les membres du Conseil, nous devons assumer nos responsabilités concernant la question de Jérusalem et débattre de ce sujet avec le sérieux nécessaire et en tenant compte de l'importance de cette question, qui relève de notre compétence en tant que membres du Conseil exécutif de l'UNESCO. Toute tentative faite au cours de la présente session en vue d'affaiblir le rôle du Conseil et de l'UNESCO ainsi que leur capacité à traiter de ce sujet, au mépris des responsabilités de l'Organisation et de l'importance de la question de Jérusalem, aura des incidences négatives non seulement sur la protection des sites du patrimoine mondial et des lieux saints de la ville de Jérusalem, mais aussi, sans aucun doute, sur la crédibilité du Conseil et de l'UNESCO et sur le rôle futur de celle-ci en tant qu'organisation internationale chargée de protéger le patrimoine mondial. Ils y perdraient de leur crédibilité aux yeux des gouvernements, mais aussi auprès de l'opinion publique et des peuples. J'espère que ni les uns ni les autres ne douteront jamais de notre volonté de remplir la mission qui nous a été confiée, et que la présente session débouchera sur des décisions claires sur la question.

(7.5) Madame la Présidente du Conseil, pour conclure, je voudrais dire que la délégation égyptienne est pleinement disposée à coopérer avec les autres délégations, le Secrétariat et les partenaires non gouvernementaux, représentés par leur Comité que l'Égypte a l'honneur de présider, pour assurer le succès de la présente session, qui est d'une importance capitale, ainsi que pour préparer le terrain et créer le climat nécessaire au succès de la prochaine session de la Conférence générale et de la réforme, de sorte que l'Organisation puisse prendre un nouvel élan. J'aimerais encore une fois remercier l'Union européenne pour le soutien exprimé au sujet des attaques subies par le musée de Mallawy. Nous espérons enfin que tous les États membres se montreront solidaires pour faire face aux causes contemporaines. Merci.

8.1 **Mr Mathooko (Kenya) *in extenso*:**

Madam Chair, Director-General, President of the General Conference, excellencies, ladies and gentlemen, Kenya supports the statement to be read by Ethiopia on behalf of the Africa Group. Kenya also congratulates the Director General on her efforts to rationalize the use of limited resources and to ensure programme delivery despite the challenging financial context. We call upon the Director-General, however, to continue with the effective implementation of the Priority Africa activities. Madam Chair, we urge UNESCO not to relent but to sustain its efforts to benefit from the "big push" for the promotion and achievement of Education for All (EFA). Education for Sustainable Development (ESD) empowers citizens to produce social innovation and find local solutions to local challenges. Kenya supports the proposal for a Global Action Programme on ESD as a follow-up to the United Nations Decade of Education for Sustainable Development.

8.2 Excellencies, ladies and gentlemen, as the UNESCO Strategy on African Youth comes to an end in 2013, we call upon the Director-General to build on its successes and focus on its non-attained targets in the new operational strategy on youth. In Africa, young people are exploiting the availability and accessibility of mobile technology to develop applications that directly contribute to innovation and the social and economic development of their communities. UNESCO should nurture and empower young people to further develop these competencies. Open educational resources (OER) has great potential to enhance access to educational materials. Kenya calls for continued UNESCO support, notably in the area of developing a national OER strategy and teacher training.

8.3 Madam Chair, the IOC Sub-Commission for Africa and the Adjacent Island States is important for providing policy advice on ocean management and fostering the exchange of good practices. We urge the Director-General to salvage and continue to support the IOC and its commissions. Kenya further emphasises the need for UNESCO to continue supporting Member States to set up geoparks, which promote local sustainable development. The UNESCO Engineering Initiative should also be supported because of its contribution towards social, economic and human development in Member States. Kenya highly appreciates UNESCO's support in mapping out groundwater resources in the Horn of Africa. The discovery of the strategic groundwater reserves in northern Kenya comes at a time when the country is suffering from the vagaries of climate change and diminishing water supplies.

8.4 Ladies and gentlemen, Kenya appreciates the important contribution made by the UNESCO Secretariat on the Post-2015 Development Agenda. However, we urge the Director-General to strengthen consultations with UNESCO Member States as it is the Member States that will endorse and implement this important agenda. Madam Chair, Kenya believes that there is a critical point of convergence between cultural conservation and sustainable development, where these two aspects cannot be divorced in any meaningful dialogue. Consequently, a strategy is needed to enable Member States with listed heritage sites to exploit the two aspects concurrently. Kenya welcomes the Gender Equality Action Plan for 2014-2021, which gives fresh impetus to UNESCO's Priority Gender Equality. There is, however, need for a more coherent and unifying approach with regard to mainstreaming gender across the major programmes, to develop a set of common objectives and foster mutual understanding.

8.5 Excellencies, ladies and gentlemen, last week the world witnessed scenes of terrorist attacks that injured and killed innocent people in a shopping mall in Kenya. The Kenya Delegation has received many messages of condolence and solidarity from UNESCO Member States and the Secretariat. We thank you for your words of comfort and similarly express our solidarity with other Member States confronted by such violence.

8.6 Finally, as Kenya completes its term on the Executive Board, it has been a great privilege and honour to have worked with you. I wish you God's blessings. Kenya will continue to work closely with all UNESCO Member States to shape the future of UNESCO. Thank you for your attention.

9. **The Chair** thanked the representative of Kenya for his speech. On behalf of the Executive Board, she

expressed her deepest condolences for the loss of life in his country, which had come as a great shock and represented a loss for the whole of humanity.

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

Madam Chair, Madam President of the General Conference, Director-General, distinguished members of the Executive Board, ladies and gentlemen, I would like to take this opportunity to commend UNESCO on the preparation of its comprehensive report summarizing the status of its five major programmes and outlining major achievements during the first eighteen months of the 2012-2013 biennium. The report reflects UNESCO's efforts to rationalize the use of limited resources, while successfully asserting its leadership in its core programme areas. We would like to congratulate the Director-General of UNESCO, who has adopted a multifaceted approach to deal with the ongoing financial situation. We are well aware that Education for All (EFA) is the highest priority for the education sector and a central priority for competitive global development. Thailand agrees that quality education and lifelong learning should be on-going universal goals for education in the post-2015 agenda, as suggested in the Director-General's report. Thailand fully supports the role of UNESCO in supporting the last "big push" to accelerate progress and achieve EFA goals in Member States. This is why Thailand, in collaboration with UNESCO Bangkok, will host a high-level EFA meeting of Asia Pacific Member States in 2014, at which priority issues and targets for post-2015 global education will be recommended. The recommendations and outcomes of this regional meeting will be presented at the World Conference of Education to be held in the Republic of Korea in 2015. Thailand also supports the priorities identified in the United Nations Secretary-General's Global Education First Initiative. This initiative complements efforts to accelerate progress towards the EFA goals by 2015. Since one of the priorities of this initiative is fostering global citizenship, Thailand has agreed to co-host a Forum on Global Citizenship Education in December 2013 in Bangkok. This forum will allow participants to share and exchange examples and experiences of good practices, and identify priority actions to support global citizenship education.

10.2 Ladies and gentlemen, at the national level, Thailand enjoys close cooperation with our international educational partners to provide equal access to quality education and life-long learning. The Ministry of Education has announced that using unitization to improve education quality is at the top of our national agenda, which will require cooperation and the mobilization of resources from all sectors. Education should be linked to the world of work. The private sector should play a vital role in identifying the demands of the labour force while the public sector should meet those demands. We are strengthening national capacity in Technical Vocational Education and Training. Ultimately, it is our intention to increase the proportion of learners in vocational and general mainstream education to a ratio of 50:50. Thailand appreciates the continuous efforts of UNESCO to convene the Asia-Pacific Ministerial Forum on Information and Communication Technology (ICT) in Education as a platform to share experience and discuss strategies on the roles and uses of technology in education. This is in line with our policy to increase the use of ICT in education to provide wider access to education for Thai children and more opportunities to access sources of information.

10.3 Finally, ladies and gentlemen, we appreciate the efforts of UNESCO to support Member States in the application of gender-sensitive indicators for media. In this regard, Thailand is pleased to cooperate with UNESCO to organize the Global Forum on Media and Gender in Thailand from 2 to 4 December 2013. The Global Forum has contributed to gender equality and women's empowerment by improving coverage of issues affecting women and through increased female representation in media leadership and staffing. As host of the UNESCO Regional Office for Education in Asia and the Pacific, Thailand is delighted to contribute over \$2 million towards the renovation of the building in Bangkok, which will start at the end of this year. We would also like to reaffirm our full support for UNESCO and our commitment to continue to work closely with UNESCO to promote peace and human development through education, science, the human sciences and culture. I would like to conclude by expressing my appreciation to you, to Director-General, and to the Secretariat for your continuous efforts in relation to this Executive Board Meeting. Thank you very much.

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

Madam Chair, Madam Director-General, distinguished delegates, UNESCO has faced great financial difficulties over the last biennium and will now therefore be under heavier pressure to streamline its programmes and take various cost-saving measures. However, it is still extremely important for UNESCO to realize its founding philosophy. To promote peace and sustainable development, it is now more important than ever for UNESCO to secure the steady implementation of appropriately selected programmes where it has a comparative advantage, while utilizing its unique knowledge and experiences to achieve concrete results.

11.2 The draft 37 C/5 document, which includes a prolonged programme cycle in which the principles of results-based budgeting are partly applied, in addition to the income and expenditure plan and staff restructuring plan which have been prepared in order to deal with the reduced cash flow of \$507 million, are due to be discussed and adopted at the upcoming General Conference. Although, in general, Japan welcomes the proposal made by the Secretariat taking into account the debates that took place at the meeting of the 5th Special Session of the Executive Board, probably like many other Member States, it is not entirely satisfied with all the details of these plans. I think, however, that it is imperative for the Board to present clear and substantive recommendations to the forthcoming General Conference, without missing the forest for the trees.

11.3 Madam Chair, I will touch upon just a few programme-related issues. Concerning education, as the leading agency of Education for All (EFA), UNESCO must remain focused on the efforts for the post-2015 education agenda. In this respect, Japan has proposed an additional item for this session regarding "the post-2015 perspective of EFA" and would like to facilitate in-depth discussions among Member States and the Secretariat on what should be included on the post-2015 education. I am also convinced that Education for Sustainable Development (ESD) is an indispensable tool for building a sustainable society and therefore welcome the Global Action Programme on ESD proposed by the Secretariat. Japan will have the honour of hosting the UNESCO World Conference on ESD in November 2014. We hope that as

many Member States and other stakeholders as possible will join the conference to discuss the implementation of the post-2015 ESD framework based on the review of the achievement in the course of the United Nations Decade for Education for Sustainable Development, taking into account the contribution of ESD to the post-2015 education agenda and development agenda. With regard to sciences, Japan has proposed to develop the idea of "Sustainability Science" for building a sustainable society. I am glad that the symposium on "Sustainability Science: Promoting Integration and Cooperation" co-organized by UNESCO and the United Nations University on 19 September helped to enrich Member States' understanding of the importance of this idea. Japan is determined to continue working in close cooperation with UNESCO to enable relevant projects to take shape. Sustainable water resources are also an essential factor in the creation of a sustainable society. UNESCO should use the 2013 International Year of Water Cooperation as a prime opportunity to boost a campaign on the importance of water resources through the Intergovernmental Oceanographic Commission (IOC) and the International Hydrological Programme (IHP). Japan would also like to continue to make a contribution in this regard by making the most of its own expertise in this field.

11.4 Madam Chair, dialogue is a crucial and reliable path to peace and a cross-cutting approach is absolutely necessary to achieve sustainable development. Japan places great emphasis on active contribution to the efforts to resolve global issues and has long been involved in Africa's development through various efforts such as holding the Tokyo International Conference on African Development (TICAD). As Prime Minister Shinzo Abe said in his address to the United Nations General Assembly in New York last week, Japan also intends to work positively to enhance women's status and role in international society. Finally, given the fact that UNESCO is facing not only temporary financial challenges but also structural problems, the Secretariat should pursue various reform measures with consistency and, at the same time, Member States should collaborate with the Secretariat, combining all our efforts. In collaboration with all concerned, Japan is willing to contribute much more to develop UNESCO into a better organization of which our future generations would be proud. Thank you very much.

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

Уважаемая госпожа Председатель Исполнительного совета ЮНЕСКО, уважаемая госпожа Генеральный директор ЮНЕСКО, уважаемые коллеги! Прежде всего, позвольте мне от имени членов вьетнамской делегации выразить госпоже Председателю Исполнительного совета самые наилучшие пожелания. Мы уверены, что под Вашим председательством нынешние заседания Исполнительного совета увенчаются успехом.

12.2 Вьетнам продолжает поддерживать усилия, прилагаемые ЮНЕСКО под руководством Генерального директора Ирины Боковой, по проведению реформ Организации, выводу ее из нынешнего трудного периода, а также повышению эффективности деятельности, авторитета и роли Организации. Вьетнам считает, что для ускорения нынешнего процесса реформ и продолжения его в следующие годы требуется время, необходимое на развитие успехов, достигнутых в минувшие годы. Вьетнам высоко оценивает два проекта: Проект среднесрочной стратегии (37 C/4) и Проект

программы и бюджета (37 C/5), которые были разработаны в трудных для ЮНЕСКО условиях. В области образования Вьетнам приветствует решение ЮНЕСКО продолжать уделять приоритетное внимание реализации программ «Образование для всех» и «Образование в интересах устойчивого развития». В свою очередь, Вьетнам достиг больших успехов в реализации программ «Образование для всех» и «Образование в интересах устойчивого развития» и готов поделиться с другими странами своим опытом в этом деле. Программа «Образование в интересах устойчивого развития» и форма трехстороннего сотрудничества между ЮНЕСКО и министерством образования и подготовки кадров Вьетнама с помощью компании Samsung развивают эффективность, способствуют воспитанию сознательного отношения студентов и школьников к охране окружающей среды.

12.3 В области культуры титул материального и нематериального наследия ЮНЕСКО оказывает положительное влияние на повышение уровня знаний людей о сохранении и развитии ценностей наследия. В рамках мероприятий, посвященных десятилетию со дня подписания Конвенции об охране нематериального культурного наследия (Конвенция 2003 г.), в июне 2013 г. во Вьетнаме прошел фестиваль культурного наследия «Куангнам», в котором приняли участие ансамбли песни и пляски из стран АСЕАН. На фестивале присутствовали Генеральный директор ЮНЕСКО и руководители вьетнамского правительства. Это свидетельствует о принятых Вьетнамом на высшем уровне обязательствах по выполнению Конвенции и популяризации ее духа и буквы в каждом из районов страны. В декабре текущего года во вьетнамской провинции Ламдонг состоится фестиваль наследия ЮНЕСКО «Вьетнам-АСЕАН». Цель этого мероприятия заключается в популяризации объектов материального и нематериального наследия стран АСЕАН.

12.4 В сферах науки и информации Вьетнам считает, что некоторые программы и инициативы ЮНЕСКО, а именно программа «Человек и биосфера», программа «Память мира», Международная гидрологическая программа, Глобальная сеть национальных геопарков осуществляются эффективно, что способствует повышению авторитета Организации среди ее государств-членов. Вьетнам также считает, что ЮНЕСКО должна и в дальнейшем выделять значительные бюджетные средства для развития эффективности вышеупомянутых программ и инициатив.

12.5 Вьетнам поддерживает активизацию сотрудничества ЮНЕСКО с другими международными и региональными организациями. Будучи государством – членом АСЕАН, которая является динамично развивающейся региональной организацией, стремящейся к созданию в 2015 г. Содружества АСЕАН, Вьетнам имеет честь просить Исполнительный совет одобрить проект рамочного соглашения о сотрудничестве между АСЕАН и ЮНЕСКО. Это, несомненно, послужит важной юридической основой для развития отношений сотрудничества между ЮНЕСКО и Содружеством АСЕАН, а также двусторонних связей между ЮНЕСКО и каждой из стран – членом Содружества.

12.6 Уважаемые дамы и господа, в связи с тем, что это последняя сессия Исполнительного совета ЮНЕСКО, в которой Вьетнам принимает участие в качестве его члена, от имени вьетнамской делегации позвольте нам выразить благодарность ЮНЕСКО и всем колле-

гам в Исполнительном совете ЮНЕСКО за поддержку и сотрудничество с Вьетнамом. Вьетнам надеется на то, что это сотрудничество будет развиваться и в будущем. Благодарим вас за внимание.

(12.1) **M. Nguyen** (Viet Nam) *in extenso*
(traduit du russe) :

Madame la Présidente du Conseil exécutif, Madame la Directrice générale, chers collègues, permettez-moi avant tout, au nom des membres de la délégation vietnamienne, de présenter mes meilleurs vœux à la Présidente du Conseil exécutif. Nous ne doutons pas, Madame, que sous votre présidence, cette session du Conseil exécutif sera couronnée de succès.

(12.2) Le Viet Nam continue de soutenir les efforts déployés par l'UNESCO sous la conduite de sa Directrice générale, Irina Bokova, pour réformer l'Organisation, l'extraire de la situation délicate qui est actuellement la sienne et renforcer son action, son autorité et son rôle. Le Viet Nam considère que pour accélérer le processus actuel de réforme et le poursuivre à l'avenir il faut ménager le temps indispensable à l'exploitation des progrès accomplis au cours des dernières années. Le Viet Nam accorde une grande importance au Projet de stratégie à moyen terme (37 C/4) et au Projet de programme et de budget (37 C/5), deux documents élaborés dans une période difficile pour l'UNESCO. Dans le domaine de l'éducation, le Viet Nam se félicite de la décision de l'UNESCO de continuer à privilégier la mise en œuvre de l'Éducation pour tous et de l'Éducation en vue du développement durable. De son côté, le Viet Nam, fort des bons résultats obtenus dans la mise en œuvre de ces deux programmes, est tout disposé à partager avec d'autres pays son expérience dans ce domaine. Dans le cadre de l'Éducation en vue du développement durable, le partenariat tripartite formé entre l'UNESCO, le Ministère vietnamien de l'éducation et de la formation et l'entreprise Samsung est un facteur d'efficacité et permet de sensibiliser les étudiants et les écoliers à la préservation de l'environnement.

(12.3) Dans le domaine de la culture, le titre de patrimoine matériel et immatériel de l'UNESCO influe positivement sur l'élévation du niveau de savoir des populations en matière de conservation et de développement des biens du patrimoine. Dans le cadre de la célébration du 10^e anniversaire de la Convention pour la sauvegarde du patrimoine culturel immatériel (Convention de 2003) s'est tenu en juin 2013 au Viet Nam le festival du patrimoine culturel de Quang Nam, auquel ont participé des troupes de chant et de danse venues des pays de l'ASEAN. La Directrice générale de l'UNESCO et des représentants du Gouvernement vietnamien ont assisté à cette manifestation, qui témoigne des engagements pris au plus haut niveau par le Viet Nam en vue d'appliquer la Convention dans l'esprit et la lettre et de la promouvoir dans toutes les régions du pays. En décembre prochain, dans la province vietnamienne de Lam Dong, aura lieu le festival du patrimoine de l'UNESCO « Viet Nam – ASEAN » dont l'objectif est de populariser les biens du patrimoine matériel et immatériel des pays de l'ASEAN.

(12.4) Dans le domaine de la science et de l'information, le Viet Nam considère que certains

programmes et initiatives de l'UNESCO, notamment le Programme sur l'Homme et la biosphère, le Programme Mémoire du monde, le Programme hydrologique international et le Réseau mondial des géoparcs, sont mis en œuvre avec efficacité, ce qui contribue à rehausser l'autorité de l'UNESCO parmi ses États membres. Le Viet Nam considère que l'UNESCO doit continuer de consacrer des moyens budgétaires importants à l'amélioration de l'efficacité desdits programmes et initiatives.

(12.5) Le Viet Nam soutient le renforcement de la coopération de l'UNESCO avec d'autres organisations internationales et régionales. En tant qu'État membre de l'ASEAN – organisation régionale dynamique qui aspire à constituer en 2015 la Communauté de l'ASEAN –, le Viet Nam a l'honneur de prier le Conseil exécutif d'approuver un projet d'accord-cadre de coopération entre l'UNESCO et l'ASEAN. Cela constituera assurément un fondement juridique important pour le développement de liens de coopération entre l'UNESCO et la Communauté de l'ASEAN, ainsi que de relations bilatérales entre l'UNESCO et chacun des pays membres de la Communauté.

(12.6) Mesdames et Messieurs, cette session du Conseil exécutif de l'UNESCO étant la dernière à laquelle le Viet Nam participe en qualité de membre, je souhaiterais exprimer au nom de la délégation vietnamienne ma gratitude à l'UNESCO et à tous nos collègues au sein du Conseil exécutif pour leur soutien et leur coopération. Le Viet Nam espère que cette coopération continuera de se développer à l'avenir. Je vous remercie de votre attention.

13.1 Ms Opoku-Agjemane (Ghana) *in extenso*:

Madam Chair of the Executive Board, Madam President of the General Conference, Director General, distinguished representatives, excellencies, ladies and gentlemen, I am pleased to have this opportunity to address the 192nd session of the UNESCO Executive Board and to thank you, Madam Chair and the Director-General, for your introductory statements. I bring you greetings from the President, His Excellency John Dramani Mahama, and the peoples of the Republic of Ghana, and recall with fondness and gratitude the visit of Her Excellency the Director-General to our country in July this year, which has led to many fruitful ongoing dialogues. Madam Chair, please allow me to commend the Director-General and the Secretariat for their efforts to ensure that UNESCO can continue to assert its leadership in core programme areas under the 36 C/5 document. The Ghana delegation notes with appreciation that, in spite of the difficult and challenging financial context, our Organization continues to deliver on its global mandates. It is gratifying to note that in the area of education, UNESCO has been able to make important progress in delivering on all 13 expected results under the 36 C/5 document, largely due to the mobilization of important extrabudgetary resources. The launch in March 2013 of the UNESCO initiative by UNESCO to assist African countries to engage in an acceleration process towards the Education for All (EFA) and the Millennium Development Goals is another case in point. Ghana is happy to note that through this initiative 10 African countries have already designed their EFA acceleration frameworks and are making progress towards the goals. This clearly demonstrates our Organization's commitment to EFA and to ensure that all

countries are brought on board and receive the necessary assistance to make substantial progress towards the 2015 targets. We support the Director-General in her efforts towards this objective.

13.2 Madam Chair, Ghana is committed to ensuring quality and accessible education for all our citizens. Our National EFA Coordination Committee continues to work towards identifying present challenges and resolving them. Recently, we have further strengthened monitoring, evaluation, efficiency and accountability to raise the quality of basic education in the country. Ghana commends UNESCO for encouraging the application of sustainability to the ecological and earth sciences through the Man and the Biosphere (MAB) Programme. We gratefully acknowledge the UNESCO extrabudgetary support that the MAB Programme in Ghana has received from the governments of Germany, Spain and Korea. We are pleased to mention that the General Assembly of the African Biosphere Reserves Network (AfrimAB) on the theme of "The Role of the Ecosystems Services in Boosting Green Economies in Biosphere Reserve" has just concluded in our country. The meeting is expected to launch a project to empower communities in areas that are transitioning from biosphere reserves into green livelihoods on a sustainable basis.

13.3 Madam Chair, please allow me to mention our Organization's significant contribution to the recent International Congress on "Culture: Key to Sustainable Development" held in China in May 2013 and the ECOSOC Annual Ministerial Review which discussed science, technology and innovation. The outcomes of these meetings demonstrate UNESCO's manifold contribution within the United Nations system to delivering on its global mandate and its significant contribution to the post-2015 international development agenda. Ghana wishes to express appreciation for its inclusion in the UNESCO pilot project on culture indicators. On the draft C/4 and C/5 documents, Madam Chair, Ghana appreciates the Director General's efforts to define the role of UNESCO through the preparation of a new Draft Medium-Term Strategy 37 C/4 (2014-2021) and the Draft Programme and Budget 37 C/5 (2014 -2017) under a new programme cycle which is expected to deliver improved outcomes. We also commend the Ad Hoc Preparatory Group and the Ad Hoc Priorities Working Group, and note with satisfaction the extensive consultations and spirit of consensus building which have characterized their work, resulting in commendable outcomes. As we consider these documents in preparation for the 37th session of the General Conference, Ghana would like to see the policy documents tackling critical areas in education and social transformation which form the bedrock of problems facing the world's countries, especially those on our continent.

13.4 In conclusion, please allow me to express my appreciation to you, Director-General, to all my dear colleagues on the Executive Board and to the Secretariat for all the hard work, cooperation and consensus building that has characterized the work of this vital governing body of UNESCO. Ghana leaves this Board at the end of its term with good memories, many cherished examples of mutual respect and the conviction that UNESCO will continue to touch many lives, bring hope, create and nurture peace and justice for all. Ghana remains faithful and deeply committed to these objectives, and therefore looks forward to the next opportunity to serve on the Executive Board of UNESCO. Thank you very much.

14.1 **Ms Yalwajikatagua (Nigeria) *in extenso*:**

Excellencies, colleagues, in your opening statement, Madam Chair, you very eloquently described the importance of this session of the Executive Board. Let me therefore re-assure you, from the outset, of Nigeria's abiding belief in the mission of UNESCO and trust in the capability of the Organization to deliver its mandate to its Member States through our collective intellectual cooperation and collaboration. My delegation congratulates and thanks you, Madam Chair, for the able and skillful manner in which you have conducted the work of the Executive Board in the two years of your stewardship, during which UNESCO has experienced an unprecedented financial crisis. Your dedication to duty and clarity of the vision and mission of the Organization has been invaluable to us throughout these difficult times. We thank you for providing this leadership. Let me also commend the Director-General and her team for the wisdom and versatility in handling the challenging financial crisis. The financial stringency introduced by the Director-General led the Organization to learn new, improved and cost-effective methods for the delivery of its programmes. We also commend the Ad Hoc Preparatory Group for the excellent work that it has done since it was established. Allow me to also express our profound thanks and appreciation to the Director-General for her recent official visit to Nigeria during which she commissioned the UNESCO multisectoral office in Abuja, which will oversee the activities of eight Member States in the West Africa sub-region. It is pertinent to recall the statement of the honourable minister at the opening ceremony; while pledging Nigeria's support for maintaining the high profile and visibility of UNESCO in the sub-region, the minister requested the Director-General to ensure that the office is endowed with qualified and experienced professional staff to enable it fulfill its expected role and mandate. This request, by extension, should also apply to the other offices in the region.

14.2 Madam Chair, education is one of the cardinal points of Nigeria's Transformation Agenda. In this regard, Nigeria is firmly committed to drastically reducing the number of its out-of-school children while promoting access and quality at all levels of the education system. We recently hosted a national stakeholder meeting on "Accelerating progress in the Attainment of Education for All in Nigeria" during the visit of the United Nations Secretary General's Special Envoy for the Global Education First Initiative, Rt. Hon. Gordon Brown. The main objective of the meeting was to create advocacy and mobilize resources for the "final push" to 2015. At the end of the meeting, an action plan was produced focusing on increased access and the removal of barriers to girls' and women's education, teacher training and retraining and the deployment of information and communication technology (ICT) for knowledge dissemination. We trust that UNESCO will continue to work with Nigeria in these areas. Also worthy of mention is the UNESCO-UNEVOC Regional Forum on Advancing TVET for Youth Employability and Sustainable Development, which was held in Abuja as a follow-up to the Third International Congress on Technical and Vocational Education and Training (TVET) held in Shanghai in 2012.

14.3 Madam Chair, Nigeria supports the main thrusts of both the Medium-Term Strategy, 2014-2021 (37 C/4) and the Programme and Budget, 2014-2017 (37 C/5) for which the Director-General has complied with the directives of the Executive Board in maintaining the two

Global Priorities and the Strategic Programme priorities. We welcome the evaluation of UNESCO's standard-setting work in the Culture sector. However, we must support training and capacity building for personnel at a national level to enable them to contribute effectively to the implementation of the various conventions. We must also intensify our work to foster a culture of peace and sustainable development. Science and technology must be used effectively to guarantee fresh water and food security, reduce disease, address the challenges of climate change and lift our people from the shackles of poverty. In the Communication and Information (CI) sector, for us, the emphasis on freedom of expression is non-negotiable, as is the Memory of the World Programme and the use of ICT, especially mobile technologies. As regards the operational strategy for Priority Africa, Nigeria welcomes the improvements made to document 192 EX/16 Part VI while emphasizing that when the document is fine-tuned as required, particular attention must be given to the mobilization of human and financial resources for the implementation of the six flagship programmes and the establishment of clear and unambiguous reporting lines, particularly between the field structures and headquarters.

14.4 Colleagues, the mandate of UNESCO is wide and complex. The hope and expectations which humanity has placed in the Organization to achieve a fair and peaceful world remain very high, in spite of the particularly harsh financial situation faced by the Organization. UNESCO would need adequate financial and human resources to satisfy these high expectations and a budget of \$507 million, as realistic as it may be under the present circumstances, will certainly not meet this need. We must therefore intensify our search for innovative financing mechanisms to support our onerous tasks. Finally, my delegation supports the statement to be delivered on behalf of Group V (a) by the Ambassador of Ethiopia. I thank you all for your attention.

15. **The Chair** thanked the representative of Nigeria for her kind remarks and conveyed the condolences of the Board for the loss of young Nigerians during the recent terrible incident.

16.1 **Mme da Rocha (Brésil) *in extenso* :**

Chers collègues, je tiens tout d'abord à féliciter la Directrice générale et le Secrétariat pour leur nouveau plan budgétaire basé sur l'éventualité du maintien des restrictions financières actuelles. Toutefois, si ce plan de réforme s'impose, il ne doit en aucun cas restreindre les domaines d'action de l'Organisation. L'engagement du Brésil envers l'UNESCO reste solide. Membre fondateur, le Brésil est aujourd'hui le plus grand donateur de contributions volontaires et se trouve au dixième rang des contributeurs au budget ordinaire de l'Organisation.

16.2 Le leadership de l'UNESCO dans le domaine de l'éducation est fondamental pour la réalisation des objectifs de l'Éducation pour tous, l'universalisation de l'éducation et l'amélioration de la qualité de l'enseignement, et nous saluons à ce propos l'élaboration du neuvième volume de l'Histoire générale de l'Afrique et l'utilisation pédagogique de cette collection. L'UNESCO est également un élément essentiel de la coopération internationale dans le domaine des sciences. L'efficacité de son action pour la paix est illustrée par des initiatives telles que la construction du Centre international de rayonnement synchrotron pour les sciences expérimentales et appliquées au Moyen-Orient (SESAM),

auquel le Brésil vient de s'associer. Des thèmes importants pour le développement durable seront discutés au Forum mondial de la science, qui aura lieu à Rio de Janeiro du 24 au 27 novembre prochain. Nous réaffirmons également l'importance des programmes de sciences sociales et humaines. Le Programme MOST doit bénéficier de l'appui soutenu de l'Organisation. De la même manière, nous devons promouvoir le programme sur la bioéthique, un domaine dans lequel l'UNESCO doit continuer de démontrer sa pertinence. Convaincus que la culture doit figurer dans l'agenda pour le développement post-2015, nous présenterons à la prochaine session de la Conférence générale une proposition d'amendement au 37 C/5 afin de garantir à l'Organisation son rôle de défenseur du développement durable, de l'économie créative et de la diversité culturelle.

16.3 Nous souhaitons appeler l'attention sur le point 40 de l'ordre du jour provisoire « Éthique et respect de la vie privée dans le cyberspace ». Ce point, qui a reçu le soutien de divers pays, se rapporte à un thème d'actualité d'une importance notoire. L'UNESCO doit se positionner à l'avant-garde des débats et des initiatives en la matière, honorant dûment son mandat dans le domaine de la communication et de l'information et les engagements pris au Sommet mondial sur la société de l'information (SMSI). La fiabilité et la crédibilité du système global des communications doivent être renforcées. L'UNESCO ne peut se dérober à cet impératif moral si elle souhaite conserver sa pertinence en tant qu'organisation internationale chargée de promouvoir la liberté d'expression et la libre circulation des idées. Comme l'a souligné la Présidente Dilma Rousseff lors de l'ouverture de la 68^e session de l'Assemblée générale des Nations Unies, « *sans le droit à la vie privée, il n'y a pas de véritable liberté d'expression ou d'opinion et donc pas de réelle démocratie* ». Il nous faut trouver les moyens adéquats pour doter le cyberspace de paramètres éthiques et de règles de conduite fidèles aux principes du droit international et de la bonne entente entre les nations. Il en va de l'intérêt commun de tous les États membres de l'Organisation et, surtout, du respect que nous devons à l'ensemble de nos concitoyens. C'est aussi un impératif moral, puisque l'Acte constitutif de l'UNESCO dispose que l'organisation est créée pour favoriser « *la connaissance et la compréhension mutuelle des nations en prêtant son concours aux organes d'information des masses* ». De même, elle doit encourager les « *accords internationaux qu'elle juge utiles pour faciliter la libre circulation des idées, par le mot et par l'image* ».

16.4 Nous voulons pour finir exprimer notre satisfaction quant aux mesures prises par la Directrice générale et le Secrétariat, qui permettront à l'Organisation de terminer cet exercice biennal sans déficit. En dépit des difficultés actuelles, nous avons la conviction que l'UNESCO saura répondre aux défis qu'il lui reste à affronter. Je vous remercie de votre attention.

17.1 **Ms Plassnik** (Austria) *in extenso*:

Madam Chair, Madam Director General, colleagues, Austria would like to align itself with the statement made by Denmark on behalf of the European Union. In the seventy years of its existence, UNESCO's work has produced tangible results which have positively changed the lives of millions of people. UNESCO has managed to turn the enormous diversity of its members into an asset to build upon. Over the last six months, this organization has been engaged in an unparalleled

process: Member States have defined their views on the shape that UNESCO will take in the future and in doing so they have developed new forms of cooperation. Our discussions have given reason to hope that our decisions can become more pragmatic.

17.2 Madam Director-General, let me express Austria's appreciation for your relentless efforts to keep all Member States on board while steering UNESCO to new horizons. The new \$507 million expenditure plan and the clarity of this plan reflect these efforts. Today it is manifest that UNESCO has become more efficient, less top-heavy and more results-oriented than before. The challenge ahead will be to safeguard UNESCO's universality and ensure its relevance as a global player and partner. Austria welcomes the Secretariat's commitment to ensuring that UNESCO is positioned high up in the post-2015 framework, especially when it comes to ensuring coherent and mutually-reinforcing international education goals. The Vienna+20 Civil Society Organizations' Declaration, which celebrates 20 years since the World Conference on Human Rights in Vienna in 1993, highlights the crucial need to integrate human rights learning in the post-2015 agenda. Under its mandate, it is up to UNESCO to take the lead in this field. As a result of an initiative by the Government of Austria, the European Training and Research Centre for Human Rights and Democracy in Graz has published a manual entitled "Understanding Human Rights", which enjoys worldwide acceptance. We have collected examples of best practice in various regions; I am proud to present you with the summary of this exercise in a brochure entitled "Spreading the Word", which we are convinced can help to further strengthen the efforts of UNESCO in the field of human rights education.

(The speaker continued in French)

17.3 Sans les droits de l'homme et les libertés fondamentales qui sont au cœur de son action, l'UNESCO finirait par échouer dans sa mission de promotion de paix et de développement. Nous ne pouvons pas laisser l'engagement de l'UNESCO être compromis ou restreint à cet égard. Cela vaut pour le travail important du Comité sur les conventions et recommandations ainsi que pour les questions de la liberté d'expression et de la sécurité des journalistes. L'UNESCO a lancé récemment une enquête mondiale sur la violence contre les femmes journalistes, qui est menée par l'Institut international pour la sécurité de la presse et soutenue par l'Autriche. Nous considérons également le rôle de la culture et de la créativité comme un élément important du travail de l'UNESCO. L'éducation artistique permet d'encourager la créativité des jeunes et de faciliter leur participation à la culture, ce qui en fait un objectif prioritaire pour l'Autriche. Il est primordial, pour l'impact mondial des activités de l'UNESCO, de maintenir son aspect intellectuel et de souligner le rôle important des experts. Le fossé entre l'opinion des experts et l'opinion politique sur les activités de l'UNESCO continuant de s'élargir, nous apprécierions la tenue de concertations sur un ensemble de « lignes de bonne conduite » qui permettrait à l'UNESCO de préserver ce qui la rend unique : une approche pragmatique des défis communs, qui l'emporte sur les intérêts nationaux. Mesdames et Messieurs, nous avons fait de grands progrès en changeant la façon dont l'UNESCO fonctionne, et nous avons exigé beaucoup du Secrétariat.

(L'oratrice reprend en anglais)

17.4 Now it is high time to go about changing the way we work ourselves. We should first increase the efficiency of the governing bodies by avoiding duplicating debates in parallel and by reducing the ever-increasing length of documents. Secondly, in the light of the new pragmatism that I mentioned in the beginning, we must channel our diverse interests in one direction by using more efficient methods of communication and cooperation, especially between the regional groups. I strongly believe that adapting our diplomatic *modi operandi* would considerably improve UNESCO's chances when reaching out to people.

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

I would first like to express my sincere appreciation for the excellent efforts made by the Secretariat to faithfully conduct the programmes and complete this biennium without any deficit, even in the face of the current financial crisis. I note with great satisfaction the Secretariat's commitment to overcoming the crisis by establishing the expenditure plan for a budget of \$507 million, based on the priorities set during the special session of the Executive Board, and pursuing bold restructuring measures such as staff reductions and redeployment. Amidst this crisis, which is likely to continue for some time, the reducing and redeploying staff seem to be unavoidable measures. I would nonetheless like to request that the Secretariat exert efforts to minimize an outflow of human resources with such considerable experience and expertise, since these are indeed core assets for UNESCO. So that reforms may be implemented successfully, I call upon UNESCO to concentrate its resources in its areas of competence to ensure its continued relevance in the international community and overcome inefficiencies throughout the Organization.

18.2 Madam Chair, let me now briefly touch upon some of the major programmes. With regard to education, one of the most pressing tasks is to set up the post-2015 education agenda which will define the international community's vision for education over the next decade and more. In this regard, I welcome the fact that at the Global Meeting of the Thematic Consultation on Education in the Post-2015 Development Agenda, co-led by UNESCO and the United Nations Children's Fund (UNICEF) and held in March 2013 in Dakar, Senegal, "Equitable, Quality Education and Lifelong Learning for All" was proposed as the overarching education goal for the post-2015 period. I believe that UNESCO, as the only specialized United Nations agency in the field of education, should play a leading role in the whole process of forming the agenda, from hosting meetings and bringing up important issues to producing final outcomes. However, without human resources and a unit to exclusively take charge of the post-2015 education agenda, it will be difficult for UNESCO to demonstrate its leadership in this area. In this respect, there is a need to consider organizing a Task Force on the issue. I would also like to emphasize the importance of the Global Education First Initiative (GEFI), which has been an excellent way to promote UNESCO's education programmes. UNESCO is playing an active role as the Executive Secretary of GEFI, for example through the development of the GEFI Action Framework. In addition, the Technical Consultation on Global Citizenship Education recently held in Seoul, Republic of Korea, represents a valuable step forward in efforts led by UNESCO to discuss global citizenship education, which is one of three goals of the GEFI and one of the strategic objectives of UNESCO's Draft Mid-Term Strategy for 2014-21. Hence, it is my sincere hope that the Secretariat will continue to pay attention to this issue.

Regarding Natural Sciences, given the nature of the science sector, securing partnerships is of great importance to enhance expertise and complement UNESCO's presence in this field. It is worthy of note that as many as 40 out of 82 category 2 centres are affiliated with the Natural Sciences Sector. I believe that UNESCO can maintain its expertise with limited resources by improving the quality of work of the category 2 centers and promoting cooperation with them. Furthermore, more intersectoral approaches should be pursued as seen in the information session on "UNESCO and the Ocean" which the Intergovernmental Oceanographic Commission (IOC) Secretariat co-organized with other Major Programme Sectors. Through these efforts, we will be able to make a strategic contribution to the fulfillment of UNESCO's mandates under financial constraints. As for Social and Human Sciences, I share the view of the Secretariat that intersectorality is important in addressing complex social issues and that social inclusion and intercultural dialogue should be considered together when discussing the topic of social transformation. In this sense, I look forward to seeing the Secretariat maintain open dialogue with member states and explore various possibilities and alternatives to realize UNESCO's vision in this sector. Finally, on Culture, I appreciate the Secretariat's efforts to ensure the implementation of statutory functions under the Cultural Conventions and capacity-building programmes and to actively respond to emergency situations including the pressing task of heritage protection, for example in Mali and Syria. In addition to these achievements, significant advances have been made on the issue of including culture in the post-2015 development agenda. The important role of culture in achieving sustainable development has been affirmed in various international fora, including the Hangzhou International Congress and the United Nations Thematic Debate. However, to ensure the explicit inclusion of culture in the post-2015 agenda, we should move beyond the stage of simply reaching a general consensus on the potential of culture for sustainable development and convince Member States that culture is not just a supplementary factor but can be a key driver of development. I therefore expect UNESCO to continue to engage in lively debates in 2014 to allow Member States to gain a clearer picture of the concepts and substances. Furthermore, it is crucial for UNESCO to identify and accumulate meaningful cases which can serve to support discussions on the role of culture for development and to share such instances with Member States and the public.

18.3 Madam Chair, it is often said that in the middle of difficulty lies opportunity. This has never been truer than now. Although the reform process is a difficult and painful one, I firmly believe that UNESCO will indeed renew itself to emerge as an even more focused and resilient organization through this process. The Republic of Korea stands ready to fully support the Secretariat's endeavors to this end. Thank you.

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

Madame la Présidente de la Conférence générale, Madame la Présidente du Conseil exécutif, Madame la Directrice générale, Excellences, Mesdames et Messieurs, dans le cadre de la fin du mandat de notre pays au sein de notre auguste Conseil, j'ai l'honneur de prendre la parole pour la toute dernière fois. C'est donc une occasion solennelle pour remercier l'ensemble des pays membres de l'UNESCO et de son Conseil exécutif. Cela a été un honneur pour le Burkina Faso de vous côtoyer dans le cadre de cet espace de vitalité

intellectuelle, d'amicale confrontation d'idées, de concertation conceptuelle et aussi de convivialité éthique. L'action du Conseil exécutif de l'UNESCO, est-il besoin de le rappeler, conditionne la marche de notre monde notamment en ses versants culturel, éducationnel, scientifique et informationnel, et cela sur le double plan normatif et opérationnel. Le Burkina Faso se sent honoré d'y participer un tant soit peu. C'est donc le lieu de remercier tous les groupes régionaux pour leur sens des dynamiques partenariales. Nous félicitons en outre le sous-groupe régional des États de l'Afrique de l'Ouest et le Groupe francophone pour leur propension synergique. Il en est tout naturellement de même du Groupe Afrique pour son impulsion cohésive. Nous souscrivons du reste au discours prononcé par le porte-parole de ce Groupe à cette session. Nous avons également une pensée de reconnaissance pour la Présidente de la Conférence générale et la Présidente du Conseil exécutif, qui dirigent avec sens de la mesure et de la responsabilité nos différentes sessions. Madame la Directrice générale de l'UNESCO, soyez, avec votre personnel, remerciée pour la qualité référentielle de votre appui technique.

19.2 Mesdames et Messieurs, les différentes strates de cet accompagnement nous auront, nous l'espérons, permis d'apporter notre quote-part proportionnelle et contributive à l'existence du Conseil exécutif qui en est à sa 192^e session. La présente session est importante à plus d'un titre. Elle se tient après la session extraordinaire du 4 juillet dernier, qui a défini un classement des priorités de l'UNESCO et réaffirmé notamment les priorités globales que sont l'Afrique et l'Égalité des genres. Elle se tient également à quelques encablures de la 37^e session de la Conférence générale, ultime instance de validation de notre cadre stratégique à moyen terme et de notre budget-programme, tout cela dans un contexte de crise financière. En dépit de cette situation, notre volonté de construire une communauté de solidarité forte doit rester inébranlable. Il nous faut bâtir une famille humaine solidaire, allant du Nord au Sud, de l'Est à l'Ouest, des centres aux périphéries et réciproquement. Ce projet humaniste doit allier l'ambition au sens de la mesure. La solidarité, le partage et le dialogue nous semblent être une trilogie de valeurs qui donnent de la force à l'option d'un monde meilleur parce que débarrassé de l'ignorance, de la méconnaissance de l'autre et de sa culture. Aussi, sur les registres éducatifs, il nous faut approfondir la réflexion sur « *les ressources éducatives libres* » et continuer à fédérer de nouvelles énergies actives qui prennent en compte l'essence même de la finalité des processus éducatifs, à savoir la promotion de l'Homme, je devrais dire, de l'humain. Nous saluons également le lancement cette année à Dakar de l'initiative « La dernière ligne droite », qui vise à améliorer les résultats dans le domaine de l'EPT dans certains pays comme le nôtre.

19.3 Au niveau des stratégies de concertation performante, il importe de renforcer le triptyque relationnel formé notamment des composantes sociales (femmes, jeunes, seniors, catégories vulnérables, etc.), des forces vives (associations, syndicats, opposition politique, etc.) et des pouvoirs politiques. L'UNESCO devrait pouvoir poursuivre l'accompagnement technique des États dans ce domaine. Ainsi au Burkina Faso, le Président Blaise Compaoré fait de cette option d'écoute et de concertation un choix politique majeur. Concernant la capitalisation des acquis de l'UNESCO pour répondre aux besoins des citoyens, il apparaît également que les centres de

catégorie 2 peuvent offrir un potentiel, une force d'impact social et de transformation sociétale qu'il importe de s'employer à mieux bonifier. Il en est de même des chaires UNESCO, dont les dynamiques de réseautage offrent des réceptacles de sédimentation positive des nouveaux concepts et des bonnes pratiques scientifiques. Pour faire face à ces nouvelles exigences citoyennes, le vivier des ambassadeurs de bonne volonté constitue également un ressort qui alimente le trésor d'avantages comparatifs que recèle l'UNESCO. Le personnel, notamment par son expertise et son savoir-faire, constitue clairement une autre composante de poids qui ajoute encore à la valeur spécifique de notre Organisation. Notre conviction est que, des difficultés du moment, peut sortir une UNESCO forte et régénérée, plus à l'écoute des pulsations de notre monde en devenir. Je vous remercie.

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

Madam Chair, Madam President of the General Conference, Madam Director-General, colleagues, my delegation associates itself with the statement made by the Vice-President of our electoral group. At the 189th session of the Executive Board, my delegation stated that UNESCO was not only facing a financial crisis but also a crisis of the very survival of the Organization. That assessment remains valid and is confirmed by the stagnation of our Organization. Over the past four biennia, we have adopted zero-nominal-growth budgets which have contributed to the present total undermining of the regular budget. This has been exacerbated by the decision of some Member States to withhold their financial contributions while continuing to enjoy the full benefits of membership of the Organization. While my delegation recognizes the efforts of the Director-General to steer the ship to the shore, she cannot achieve the goal on her own. The task before us needs all hands on deck. Therefore it behooves us, as Member States, to provide the requisite resources. We are practically operating within a budget that is equal to that of the 1990s. It is inconceivable to make any meaningful progress under such circumstances. To any neutral observer, there is something bizarre about an organization that aspires to be a leader in areas of its assigned competence but denies itself the means with which to achieve its objectives. Among others, UNESCO's strength lies in its staff, whose expertise and professionalism is critical to the delivery of its programmes. We are concerned that the imminent staff cuts will have devastating consequences in terms of the Organization's already reduced delivery capacity. We urge the Organization to preserve equitable representation of nationals from developing countries in the Secretariat in the planned staff cuts.

20.2 Madam Chair, the report on the field network reform vindicates our previously expressed concern about carrying out extensive reforms without adequate and assured financial resources. Madam Chair, it is disconcerting to read in documents 192 EX/4 and 192 EX/16 that there has been a failure to deliver on our mandate in all five major programmes and on the two global priorities. The Organization cannot deliver at country level and is therefore unable to meet the expectations of Member States, particularly in the developing countries. We cannot talk of real partnership in the United Nations system when we are unable to fully participate in the United Nations Development Assistance Framework (UNDAF).

20.3 Madam Chair, let me end on a positive note. At one time, the Pedagogical Use of the General History of Africa (PUGHA) project seemed doomed. Through the personal commitment of the Director General, the PUGHA project is alive despite the financial challenges that it still faces. We want to commend her and to thank all of the Governments that have made financial contributions to the project. Finally, Madam Chair, we would like to express our sincere condolences to our brothers and sisters in Kenya for the loss of innocent lives at the hands of terrible terrorists. Thank you.

21.1 郝先生（中国）发言全文：

主席女士，大会主席，总干事女士，各位同事，女士们，先生们：首先，感谢总干事今天上午所做的报告。我高兴地看到，总干事为应对本组织的危机进行的改革的尝试深思熟虑，并取得了成效。中方呼吁各国团结一致，帮助总干事完成改革，共度难关。改革是本组织未来发展的唯一出路。本次会议任务的艰巨，除了要对未来八年的《中期战略草案》和四年的《计划与预算草案》进行讨论外，还要为即将召开的第三十七届大会做充分的准备。在此，我要特别感谢执行局特设筹备组就重点议题举行的开放式磋商，为提高执行局的工作效率做出了贡献。

21.2 面对财政困难，一些国家都对本组织能否在教育、科学、文化方面继续发挥国际领导作用表示了忧虑。我认为，只有突出重点，才能使本组织的作用避免被削弱。教育是本组织最具优势的活动领域，必须得到加强。前不久在纽约联合国组织举行的“教育第一”全球大会上，与会代表对于优先发展教育取得了一致共识。中国国家主席习近平在视频贺词中表示，中国坚定支持“教育第一全球倡议”，并将积极支持发展中国家教育事业。中方支持本组织把“公平和高质量的终身教育以及全民学习”作为2015年后的首要教育目标。我高兴地告诉大家，首届“学习型城市国际大会”不久将在北京召开，希望此次会议能为推动本组织倡导的全民终身学习的理念发挥作用。明年第二季度，中国还将与教科文组织一起举办世界语言与文字教育大会，欢迎各位届时出席。

非洲优先是本组织发展的核心战略，中国长期以来对此给予坚定支持。借此机会，我宣布，中国愿为明年在非盟举办非洲高等教育学历互认的部长级会议提供资助。

21.3 科学是教科文组织重大活动领域之一。我们积极评价本组织所做出的积极努力。但是，我们要注意到，一些计划和项目面临许多不确定性和困难。对此，我们深表关切。文化作为可持续发展的贡献起着不可替代的作用。今年5月在中国杭州召开的“文化：可持续发展的关键”国际会议上通过了《杭州宣言》。与会代表一致支持将文化作为可持续发展的关键因素，纳入2015年后的发展议程。这是本组织影响未来世界发展议程的又一个重要成果。本组织二类中心应当受到关注和进一步加强，二类中心对本组织国际影响力具有特殊的作用。为进一步改善二类中心工作，中方赞同研究二类中心的进退机制。

21.4 各位同事，新的《中期战略草案》和双年度《计划与预算草案》，关系到本组织未来的发展和定位。我们深知，在多样化的世界，由于各国所处的发展阶段不同，具有不同的历史和文化传统，因而对本组织的期许也各有侧重。但是，越是在关键时刻，就越需要团结，更需要求同存异，需要秉持“合作共赢”的理念，为实现我们的共同目标而努力。预祝本次会议圆满成功！谢谢。

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

Madame la Présidente du Conseil exécutif, Madame la Présidente de la Conférence générale, Madame la Directrice générale, chers collègues, Mesdames, Messieurs, je voudrais tout d'abord remercier la Directrice générale pour son rapport de ce matin. Je me réjouis de constater qu'elle a longuement réfléchi aux réformes à entreprendre face à la crise et qu'elle a obtenu des résultats. La Chine appelle tous les pays à faire front commun pour l'aider à réaliser ces réformes et à surmonter la crise. La réforme est la seule issue possible pour l'avenir de notre Organisation. La tâche du Conseil à sa présente session est très lourde : outre l'examen du Projet de stratégie à moyen terme pour les huit prochaines années et du Projet de programme et de budget quadriennal, il lui faut également préparer la 37^e session de la Conférence générale. Je remercie en particulier le Groupe préparatoire ad hoc pour les consultations ouvertes qu'il a menées sur les questions prioritaires et sa contribution à l'efficacité de nos travaux.

(21.2) Face aux difficultés financières, certains pays se sont interrogés sur la capacité de l'UNESCO de conserver son leadership dans les domaines de l'éducation, des sciences et de la culture. À mon sens, seul l'établissement d'un ordre de priorité permettra d'éviter un affaiblissement de notre rôle. L'éducation est le domaine d'action où l'avantage comparatif de l'UNESCO est le plus fort et qui doit être renforcé. Lors de l'événement récemment organisé à New York en marge des travaux de l'Assemblée générale des Nations Unies sur l'Initiative pour l'éducation avant tout, les délégations ont reconnu à l'unanimité le caractère prioritaire de l'éducation. Le Président chinois Xi Jinping, dans son message vidéo, a exprimé le ferme soutien de la Chine à cette initiative mondiale, ainsi qu'aux efforts visant à promouvoir l'éducation dans les pays en développement. La Chine approuve la décision de l'UNESCO de choisir le thème « Éducation équitable de qualité et apprentissage tout au long de la vie pour to » comme objectif premier de l'éducation après 2015, et soutient l'Organisation dans son rôle de chef de file pour la mise en œuvre de l'Initiative « L'éducation avant tout ». J'ai le plaisir de vous annoncer que la première Conférence internationale sur les villes apprenantes se tiendra sous peu à Beijing et contribuera, nous l'espérons, à promouvoir le concept d'apprentissage tout au long de la vie pour tous. De plus, au deuxième trimestre 2014, la Chine organisera aux côtés de l'UNESCO le Congrès mondial sur l'enseignement des langues et des systèmes d'écriture. Vous y êtes tous conviés ! La priorité Afrique est au cœur de notre stratégie, et la Chine l'a toujours fermement soutenue. À ce sujet, je voudrais annoncer que la Chine a l'intention de contribuer financièrement à la Conférence ministérielle africaine sur la reconnaissance mutuelle des diplômés de l'enseignement supérieur qui sera organisée l'an prochain par l'Union africaine.

(21.3) La science est un domaine d'activité important de l'UNESCO. Nous apprécions les efforts soutenus de l'Organisation, mais nous avons noté les multiples incertitudes et difficultés qui pèsent sur certains programmes et projets. Nous en sommes fort préoccupés. La culture joue un rôle irremplaçable dans le développement durable. Les participants à la

conférence internationale qui s'est tenue en mai dernier à Hangzhou (Chine) sur le thème « La culture, clé du développement durable » ont adopté la Déclaration de Hangzhou. Les délégués ont soutenu à l'unanimité l'inclusion de la culture dans l'agenda post-2015 en tant que facteur essentiel du développement durable. C'est là une avancée supplémentaire dans les efforts de l'UNESCO pour influencer sur le futur agenda mondial du développement. Les centres UNESCO de catégorie 2 doivent faire l'objet d'une attention accrue et être renforcés. Ces centres contribuent de manière toute particulière au rayonnement international de l'Organisation. Afin d'améliorer encore leurs activités, la Chine soutient la réalisation d'une étude sur une stratégie d'entrée et de sortie des centres de catégorie 2.

(21.4) Chers collègues, avec les Projets de stratégie à moyen terme et de programme et de budget, c'est l'avenir et le positionnement de notre Organisation qui sont en jeu. Nous sommes profondément conscients du fait que, dans un monde diversifié, chaque pays, selon son stade de développement, son histoire et ses traditions culturelles, peut avoir des attentes différentes à l'égard de notre Organisation. Cependant, dans les moments de crise, il est plus que jamais essentiel de s'unir par-delà les différences et de joindre ses efforts pour la réalisation des objectifs communs, dans un esprit de coopération et pour le bien de tous. Je souhaite plein succès à la présente session du Conseil ! Merci.

22.1 Mme Lomonaco (Italie) in extenso :

Madame la Présidente du Conseil exécutif, Madame la Présidente de la Conférence générale, Madame la Directrice générale, chers collègues, chers membres du Conseil exécutif, l'Italie s'associe pleinement à l'intervention faite par le distingué représentant permanent du Danemark au nom de l'Union européenne et de ses États membres. C'est pour moi un grand honneur et un plaisir de siéger pour la première fois au Conseil exécutif de l'UNESCO en tant que représentante de l'Italie. Le début de mon mandat coïncide avec un moment crucial de la vie de l'Organisation : mon gouvernement entend apporter une contribution convaincue et constructive aux travaux du Conseil, comme je l'ai annoncé à la Directrice générale lors de la présentation des lettres de créances. Quatre sujets semblent se dégager dans le débat aujourd'hui : la situation financière de l'Organisation, le binôme « culture et développement » en tant qu'objectif du nouveau millénaire, la politique scientifique qui va prendre une importance accrue pour l'action de l'UNESCO, et la mise en œuvre des conventions culturelles, qui représentent un véritable « fleuron » de l'activité de notre Organisation. J'interviendrai brièvement sur ces questions.

22.2 Sur le budget : À la veille de la Conférence générale, nous sommes appelés à recommander un Projet de programme et de budget pour le prochain exercice biennal, et cela dans un contexte budgétaire particulièrement délicat. Nous souhaitons féliciter la Directrice générale, qui a fait preuve à la fois d'équilibre et de réalisme dans le plan financier qu'elle vient de nous illustrer : cette restructuration, basée sur une situation de trésorerie de 507 millions de dollars, va dans la bonne direction et témoigne d'un effort réel de concentration et de rationalisation. Dans un contexte de crise généralisée, l'Italie est heureuse de pouvoir maintenir sa position de

cinquième contributeur au budget ordinaire et de donateur extrabudgétaire majeur, et réitère son plein appui à l'UNESCO ainsi que son adhésion profonde au mandat de l'Organisation, qui reste plus que jamais d'actualité.

22.3 Culture et développement : Ce sujet, à savoir la prise en compte de la culture dans l'agenda pour le développement post-2015, retient toute l'attention du Gouvernement italien. Je représente d'ailleurs un pays qui a fait de la culture et de la promotion de ses valeurs, comme l'a déclaré à plusieurs reprises notre Président du Conseil des ministres, un des piliers de sa politique ainsi qu'un moteur de croissance. Face au processus de mondialisation, face à l'interdépendance des marchés, il est désormais évident que si la culture a besoin de l'économie pour se développer, l'économie a également besoin de la culture pour consolider toute action qu'elle entreprend : les ressources culturelles d'un pays peuvent stimuler le développement économique en valorisant l'identité, les traditions et les productions culturelles uniques du même pays. En même temps, tout investissement nécessite une connaissance approfondie de la culture locale et de son territoire. La Déclaration de Hangzhou a été une étape fondamentale dans ce processus.

22.4 Sciences : L'Italie est satisfaite de la priorité élevée accordée aux défis de la sécurité de l'eau et à la réduction des risques et des aléas liés aux océans. L'impact de la science sur la société ainsi que le renforcement des politiques scientifiques retiennent toute l'attention de mon gouvernement, engagé dans la valorisation des synergies entre les différents Instituts de l'UNESCO présents en Italie. Ces Instituts nécessitent une plus grande visibilité et doivent travailler en étroite collaboration avec les milieux de la recherche scientifique et ceux de la société civile, de l'économie et des décideurs.

22.5 Conventions : Une mise en œuvre efficace des six conventions culturelles ne peut se limiter aux réunions statutaires, mais doit intégrer les activités concrètes de renforcement des capacités : formation des jeunes au respect du patrimoine, éducation à la lutte contre le trafic illicite dans les situations de post-conflit, etc. L'ensemble normatif dont l'UNESCO dispose à ce jour lui confère une valeur ajoutée incontestable dans la famille des Nations Unies et ne peut pas être hiérarchisé.

22.6 Madame la Présidente, pour conclure, je souhaiterais féliciter la Directrice générale pour avoir été nommée à la tête du Conseil consultatif scientifique pour le développement durable créé récemment à New York. Merci.

23.1 Mr Ikramov (Ouzbékistan) in extenso :

Madam President of the General Conference, Madam Chair of the Executive Board, Madam Director-General, distinguished members of the Executive Board, ladies and gentlemen, Uzbekistan expresses its appreciation for the efforts of the Director-General to transparently implement the decisions of the 36th session of the General Conference within the framework of the approved Roadmap under the existing financial constraints. Indeed, UNESCO can serve as a model for new transparency standards. In close coordination and harmonization with other United Nations system Organizations, our Organization continues to improve its transparency through various measures, such as moving

towards the adoption of International Aid Transparency Initiative (IATI) standards, which is very important for UNESCO in view of the competitive fundraising environment among the United Nations agencies, in particular as regards programme design and attracting extrabudgetary donors). We therefore propose that the partnership agreements with the United Nations agencies currently under review should also be focused on strengthening of the capacity of the existing affiliated institutions such as National Commissions, UNESCO Chairs, category 2 centres and many others, which give us a comparative advantage. Moreover, our Organization must play a leadership role, including by assuming the functions of the supervising entity of other United Nations agencies within the Global Partnership for Education (GPE) at the country level. In this regard, let me express our deep appreciation for the active participation of the UNESCO Office in Tashkent, jointly with the United Nations agencies, in the process of Uzbekistan's application for membership of the Global Partnership for Education. Following the Independent External Evaluation recommendation to position UNESCO closer to the field, the Secretariat must support the sustainability of the current field network worldwide.

23.2 Distinguished members of the Executive Board, we share concerns expressed in the strategic assessment about reducing programme delivery at the national level with a focus on targeted impact of programme execution under the revised expenditure plan. However, it is important for our Organization to assert its leadership in core programme areas. We support the recommendation of the Ad Hoc Preparatory Group that the future of education for all (EFA) as a global post-2015 goal on education should be accompanied by a framework supporting the implementation of targets based on the national context of each country. We therefore believe that interlinkages between the implementation of EFA and Millennium Development Goals (MDG) acceleration frameworks and actions to support priorities of the Global Education First Initiative should be further elaborated. Uzbekistan welcomes the decision of the Director-General to establish a Senior Expert Group to review two landmark UNESCO reports, Edgar Faure's 1972 report "Learning to Be", and Jacques Delors 1996 report *Learning: The Treasure Within* so that the process of rethinking education for the post-2015 development agenda can be initiated. From our point of view, the review should be carried out as an inclusive process. In this respect, it would be useful for review exercises to take into account the non-governmental organizations' collective Priorities for the Post-2015 Agenda, which was drawn up just last week at the First Forum of NGOs held in official partnership with UNESCO on "Which Education Goals for Tomorrow's Citizens of the World: Is Quality Enough?".

23.3 Madam Director-General, our delegation appreciates your continuous efforts and concrete action to highlighting the role of culture in the post-2015 development agenda. Your participation in the International Biennial Music Festival "*Sharq Taronalari*" (Melodies of the Orient), held in Samarqand one month ago, provided great visibility to the goal of UNESCO to promote cultural diversity and preserve heritage for sustainable social development. Thank you very much for your attention.

24.1 **Mme Matignon** (Haïti) *in extenso* :

Madame la Présidente du Conseil exécutif,
Madame la Présidente de la Conférence générale,

Madame la Directrice générale, Excellences, Mesdames et Messieurs, la délégation haïtienne salue le rapport exhaustif de la Directrice générale concernant respectivement l'exécution du programme adopté par la Conférence générale, le Projet de stratégie à moyen terme, le Projet de programme et de budget ainsi que la décision 5 X/EX/2 relative à la mise en œuvre d'une stratégie de mobilisation des fonds qui tienne compte des grandes priorités de l'UNESCO. Ces documents mettent en lumière les enjeux et les défis auxquels est confrontée l'Organisation. Malgré les heures difficiles qu'elle traverse, l'UNESCO doit continuer à jouer ce rôle de premier plan dans le processus de développement durable à travers les cinq grands programmes : l'éducation, la science, la culture, la communication et l'information. Ma délégation prend acte des progrès réalisés dans l'exécution du programme adopté par la Conférence générale pour l'exercice biennal 2012-2013, confirmés dans le rapport. Elle salue les efforts déployés sans relâche par la Directrice générale pour permettre à l'UNESCO d'assurer l'exécution de ses programmes et projets au bénéfice des États membres dans un contexte financier difficile. L'utilisation rationnelle des ressources financières limitées et la réduction des coûts demeurent un impératif pour arriver aux réformes annoncées. Il est toutefois nécessaire que des ressources substantielles soient allouées à des programmes et secteurs jugés prioritaires pour donner une nouvelle impulsion à l'UNESCO et lui permettre de remplir sa mission conformément à son Acte constitutif.

24.2 Ma délégation se félicite de l'Initiative mondiale pour l'éducation avant tout lancée par le Secrétaire général de l'ONU début 2013, initiative que l'UNESCO a prise en compte dans l'agenda pour le développement post-2015. Les efforts de l'Organisation en vue d'élaborer un cadre d'action définissant les occasions pour soutenir les priorités de cette initiative sont à encourager. À cet égard, il convient de souligner que le Gouvernement haïtien a compris l'urgente nécessité de faire de l'éducation un pilier de son programme politique conformément à la mise en œuvre du plan opérationnel 2010-2015 du Secteur de l'éducation de l'UNESCO. C'est dans ce contexte que le Gouvernement haïtien a mis sur pied un programme visant à garantir une éducation à tous les enfants haïtiens : le Programme de scolarisation universelle, gratuite et obligatoire, grâce auquel 1 200 000 enfants ont pu prendre le chemin de l'école, soit un taux de scolarisation de 88 % dans le primaire.

24.3 Je profite de cette occasion pour remercier la Directrice générale, Mme Irina Bokova, de l'intérêt qu'elle porte à Haïti, où elle s'est rendue du 15 au 18 septembre dernier, et ce pour la deuxième fois après une visite de quelques semaines au lendemain du séisme de janvier 2010. Dans ce contexte, ma délégation remercie l'UNESCO du soutien inconditionnel qu'elle apporte à Haïti à travers le financement et la réalisation de différents projets et programmes. Ma délégation se félicite également de l'inclusion par l'UNESCO de la culture dans l'agenda post-2015, suite au débat thématique sur la culture et le développement tenu à l'ONU en juin 2013. Dans le domaine de la culture, l'accompagnement de l'UNESCO en Haïti se traduit par la protection et la valorisation des richesses et du savoir-faire culturels. La culture demeure une source de richesse inestimable pour Haïti et sa mise en valeur peut favoriser l'émergence d'activités économiques durables, créatrices d'emplois et de croissance.

24.4 Il y a lieu de mentionner l'apport précieux de l'UNESCO dans le domaine de l'environnement en Haïti avec la création de la première réserve de biosphère « Parc national La Visite », noyau de la réserve de biosphère du sud-est du pays. Les enjeux de la préservation de l'environnement sont essentiels pour Haïti, et c'est d'ailleurs pourquoi l'année 2013 a été déclarée Année de l'environnement. Il est impératif de lutter contre le déboisement et l'érosion et de nous permettre d'œuvrer vers le développement durable. Le Gouvernement haïtien croit fermement que la protection de l'environnement passe par l'éducation et la formation et remercie l'UNESCO de sa volonté de l'accompagner sur ce chemin. Ma délégation encourage ainsi l'UNESCO à renforcer les activités du Programme sur l'Homme et la biosphère.

24.5 La délégation d'Haïti insiste enfin sur la nécessité urgente, face à l'importance accrue que revêtent les technologies de l'information et de la communication et à l'impact considérable qu'elles ont sur le développement durable de nos sociétés, que les programmes et projets de l'UNESCO en facilitent l'accès aux pays en développement et surtout aux pays les moins avancés. Des partenariats dans ce domaine entre les pays du Nord et les pays du Sud sont à encourager pour permettre des transferts de savoir-faire en direction du Sud, en vue de transformations socioéconomiques et culturelles profondes et irréversibles.

24.6 Je ne peux terminer cette allocution sans féliciter la Directrice générale pour son engagement et ses efforts. J'appelle enfin tous les États membres de l'Organisation à unir leurs efforts pour donner un nouveau souffle à l'UNESCO et lui permettre d'affronter les défis du futur. Je vous remercie de votre attention.

25.1 Mme Lambin-Berti (Monaco) in extenso :

Madame la Directrice générale, Madame la Présidente de la Conférence générale, Madame la Présidente du Conseil exécutif, Excellences, chers collègues, depuis de longues années, une réforme en profondeur était attendue. De fait, en quatre ans, l'UNESCO a opéré un virage stratégique : revenir à l'avant-scène de l'ONU en pilotant certaines initiatives mondiales, être plus présente sur le terrain, réfléchir sur les vraies priorités de l'Organisation face à un monde en bouleversement, peser sur l'élaboration de l'agenda onusien post-2015. La situation financière pressante ne doit cependant pas occulter les enjeux stratégiques et politiques de cette réforme. La définition concrète de nouveaux objectifs expertisés est nécessaire, et en ce sens toute innovation est à évaluer et à encourager. C'est par exemple ce qui est proposé dans le Secteur des sciences sociales et humaines, en difficulté ces dernières années. Il n'en reste pas moins un pilier de notre Organisation puisque l'approche des sciences sociales touche tout l'éventail de nos activités. Aussi ce secteur est-il appelé à développer l'approche intersectorielle et à réinventer la prospective que nous attendons.

25.2 Monaco est également sensible aux avancées concernant la transcription de politiques du développement durable dans notre stratégie. Nous réitérons notre attachement à la question de l'éthique environnementale, qui se situe à la croisée des diverses disciplines relevant de notre mandat et qui participe de façon nouvelle au développement social, inclusif et durable. De ce point de vue, nous sommes préoccupés

par les difficultés financières auxquelles doit faire face la Commission océanographique intergouvernementale, qui ont des conséquences immédiates pour la réalisation des programmes. Aussi, compte tenu de la réduction des contributions extrabudgétaires et de la diminution des effectifs, il semble aujourd'hui opportun de procéder à une évaluation en vue d'une utilisation optimale des fonds. Sur ces sujets, S. A. S. le Prince Albert II vient de demander à l'Organisation des Nations Unies l'adoption dans l'agenda post-2015 d'un objectif de développement durable spécifiquement consacré aux océans et souhaite que soient examinées « les questions économiques et environnementales en fonction de leurs impacts sur la vie des personnes et des communautés ».

25.3 Toujours dans cet esprit d'avancée en première ligne, Madame la Directrice générale, nous partageons votre souhait de voir inscrite la culture dans l'agenda post-2015 de l'ONU. L'organisation d'un débat en amont, au sein de notre enceinte, mobiliserait sans nul doute toutes les forces autour de cet objectif. Par ailleurs, et sans mentionner tous les programmes qui retiennent notre attention en ce qui concerne l'éducation, l'égalité entre les sexes, la priorité Afrique ou la liberté d'expression, nous ne pouvons que souscrire aux efforts que vous avez déployés pour lutter contre le trafic illicite des biens culturels au Mali et en République arabe syrienne, ainsi qu'à l'accent mis sur les réunions statutaires des conventions culturelles.

25.4 Madame la Directrice générale, à la fin de notre mandat au sein du Conseil exécutif, et avec désormais du recul, nous avons pu apprécier les réelles avancées opérées dans la conduite de la réforme. En ce sens, nous soulignons l'action coordonnée de tous les États membres qui a permis d'établir des priorités programmatiques lors du dernier Conseil exécutif. De manière plus personnelle, je voudrais remercier tous ceux qui ont permis de bonnes relations de travail avec notre délégation et me féliciter des liens qui se sont tissés et qui continueront. Je souhaiterais également vous dire, Madame la Directrice générale, combien nous avons apprécié l'intérêt que vous nous avez porté. Dans un monde où se côtoient de formidables ruptures épistémologiques et des blocages obsolètes, l'UNESCO doit être à même de lever un certain nombre d'obstacles conceptuels, qui figent parfois le dialogue et jusqu'à notre propre action. La réforme éternelle qui est en cours, et qui réfléchit aussi aux difficultés autres que financières, peut laisser espérer une structure, une stratégie, une efficacité, des idées nouvelles, qui amèneront une confiance renouvelée en notre Organisation. Je vous remercie.

26.1 Mr Badjie (Gambia) in extenso:

Bismillāh ir-rahmān ir-rahīm (In the name of God, the Merciful, the Compassionate), Madam Chair of the Executive Board, Madam Chair of the General Conference, Madam Director General of UNESCO, honorable ministers, Excellencies, ambassadors and Permanent Delegates, distinguished ladies and gentlemen, on behalf of the Minister of Basic and Secondary Education of the Gambia, I would like to sincerely thank the Director-General, the entire Secretariat and the Ad Hoc Preparatory Group for their tireless efforts in preparing the framework for discussions during the next ten days of intense debate and decision making. While it has been noted that key achievements in the Major Programs Sectors have been realized, it has also been a great concern that the Organization is still beset with major

challenges induced not only by the present financial situation and the reduction in human resources, but also because of the need for improved cooperation, capacity building and commitment from its partners at national and international levels. It is hoped that by the end of this 192nd session of the Executive Board, many of these challenges will have been adequately addressed and innovative decisions recommended to the forthcoming General Conference.

26.2 Madam Chair, the Gambia associates itself with the statement yet to be delivered by the distinguished representative of Ethiopia on behalf of the Africa group. There has been a constant reminder that a great number of Member States, especially in Africa, would not attain the Millennium Development Goals (MDGs) by the year 2015. This has been a great concern of my government, especially in the area of education. The Government of Gambia, through the Ministry of Basic and Secondary Education, has made tremendous efforts and commitments to tackle the rate of illiteracy among adults, out of school children and youths in difficult circumstances. The new education policy document calls for a review of all sub-sector policy documents, including the literacy and non-formal education policy. A recent workshop held to develop an action plan mapping out an agenda for expanding non-formal education was jointly organized by the Government of Gambia with assistance from UNESCO's Emergency Fund for Literacy. This initiative enabled the Government to benefit from the technical and financial support of the Emergency Fund; an intervention that stems out of the need to effectively use adult and non-formal education as a strategy to achieve education for all (EFA) and other education-related MDGs. The workshop was a contributing factor to the Gambian Government's efforts to achieve a 50% improvement in adult literacy levels by 2015 and develop a roadmap for the post-2015 period. We thank the Director General for approving this initiative through the UNESCO Office in Dakar and Regional Bureau for Education in Africa (BREDA). As stated at previous fora, we welcome and support the Global Education First Initiative and the Global Thematic Consultation on Education in the Post-2015 Development Agenda and urge UNESCO to maintain its visibility as the lead agent in the discussions that will define the future of education worldwide.

26.3 Madam Chair, the Gambia declared the year 2012 as the year for science, technology and innovation. In April this year, a two-day workshop and policy planning meeting was held in the Gambia to assist in the establishment and structuring of a national science park. The Gambia thanks UNESCO, the Assistant Director-General for Natural Sciences and her able assistants for the technical expertise and support they rendered to my government in this laudable initiative. We urge the Director General to continue with fundraising efforts aimed at strengthening science, technology and innovation policies and activities to advance these programmes in developing countries.

26.4 Madam Chair, we congratulate and supports UNESCO for its global advocacy efforts to ensure the inclusion of culture in the post-2015 agenda and laud the bold efforts taken by the Director-General to carry out a first-hand assessment of the documentary heritage protected in Mali following the country's recent crisis. The Gambia supports the adoption of an intersectoral approach when developing programmes aimed at targeting women and young people in areas such as

capacity building, peace and sustainable development, youth employability and HIV and AIDS awareness. We also encourage the Director-General to continue efforts to ensure the efficient implementation of these programmes and the necessary fundraising to sustain them. The Gambia takes note of the insufficient human resources within the Division for Gender Equality to successfully implement its planned activities for 2014-2018 and attain the expected results for the next biennium. While we urge the Executive Board to carefully review the proposed restructuring plan for this sector, we are nonetheless encouraged by the Director-General's commitment to continue the dialogue that she initiated to ensure for a soft landing for those affected.

26.5 The Gambian Government fully supports the Global Priority Africa programme as revised by the Africa Department, and appeals to Members of the Executive Board to adequately debate the many challenges encountered by the Africa Department, including financial constraints on the implementation of programmes and activities proposed in the document. We would also like to recommend that appropriate strategies be discussed, such as the reactivation of the Africa fund for field office programmes. Thank you for your attention.

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

Madame la Présidente du Conseil, Madame la Présidente de la Conférence générale, Madame la Directrice générale, Mesdames et Messieurs les membres du Conseil exécutif, notre intervention dans le cadre du débat plénier portera essentiellement sur le point 4.

27.2 Nous souhaitons exprimer notre solidarité avec le Nigéria et le Kenya à la suite des attaques d'un autre âge dont ils ont été la cible, avec le Pakistan suite à la série de secousses telluriques qu'il vient de connaître et à tous les autres pays victimes de phénomènes analogues ces temps derniers. Nous commençons par adresser nos félicitations au Secrétariat pour la mise à disposition de documents d'une grande lisibilité tant sur le fond que sur la forme. C'est aussi l'occasion de saluer les efforts faits par la Directrice générale pour assurer l'exécution du programme dans un climat financier particulièrement handicapant, tant il est vrai que réduction de coûts et ampleur des activités sont antinomiques, sans compter la forte dépendance par rapport aux ressources extrabudgétaires. Notre propos portera tout d'abord, comme à la précédente session, sur le grand programme IV, compte tenu de la situation particulière que vit le Mali depuis bientôt deux ans. C'est le lieu de remercier la Directrice générale et la communauté internationale pour le soutien manifesté en cette douloureuse circonstance qui heureusement est en voie de résorption, comme en témoigne la cérémonie solennelle d'investiture, le 19 septembre dernier, du Président Ibrahim Boubacar Keïta, marquée par la présence de François Hollande, du Roi du Maroc et d'une vingtaine d'autres chefs d'État et de gouvernement. Nous comptons sur l'accompagnement de notre Organisation dans la délicate période post-conflit qui verra des élections législatives en novembre, des discussions avec les « groupes armés » et le retour des exilés et des déplacés. Je rappelle qu'à la 191^e session du Conseil, vous avez dit, Madame la Directrice générale, à propos du patrimoine en péril dans les zones occupées, que « plus que de la visibilité de l'UNESCO, c'est de sa crédibilité dont il est question ». Ainsi, dans le cadre du Plan d'action élaboré à l'issue de la Journée internationale de solidarité avec le Mali, nous avons accueilli une mission internationale (en mai et juin derniers) chargée

d'évaluer les mesures prioritaires à prendre pour la restauration du patrimoine culturel, conformément au mandat de la MINUSMA énoncé dans la résolution 2100 du Conseil de sécurité de l'ONU.

27.3 En ce qui concerne le grand programme I, notre attention s'est portée, entre autres, sur : la consultation de Dakar sur le programme pour l'éducation post-2015 : « Éducation et apprentissage équitables et de qualité pour tous tout au long de la vie » ; le cadre d'action de l'initiative l'Éducation avant tout ; et l'agenda pour le développement post-2015. En ce qui concerne le grand programme II, les priorités globales ainsi que les petits États insulaires en développement ont opportunément fait l'objet d'attention, en matière de science, dans l'agenda pour le développement post-2015. L'atelier tenu en mars à Dakar a été une précieuse occasion d'élaborer une politique scientifique pour notre sous-région. S'agissant du grand programme III, force est de constater une agonie programmée, avec l'amputation de presque un tiers de son budget qui fait peser de réelles menaces sur sa survie au moment même où la jeunesse, l'inclusion sociale, la bioéthique et le dopage restent des préoccupations. En ce qui concerne le grand programme V, dans le cadre de l'accès universel au savoir et de la préservation de l'information, dont le patrimoine documentaire, la mission d'experts vient à un moment opportun pour les manuscrits de la région de Tombouctou. Les collaborations du secteur dans le domaine des TIC et des sciences contribueront à l'accès aux ressources éducatives libres.

27.4 L'Institut de statistique de l'UNESCO (ISU), en dépit des difficultés financières, a donné un coup de main utile à des statisticiens du centre et de l'ouest de l'Afrique dans le cadre d'un atelier régional. Parmi les plates-formes intersectorielles, notre pays a notamment retenu le « Programme de renforcement des capacités en matière de ressources en eau en Afrique » et, en ce qui concerne les priorités globales Afrique et Égalité entre les sexes, il se félicite du fait qu'elles ont investi les grands programmes. S'agissant de la coordination de ces priorités globales, les contraintes budgétaires sont évidentes mais le cap d'engrangement de résultats est maintenu tout comme l'intérêt des États membres. Merci.

28.1 **M. Adoua (Congo) in extenso :**

Madame la Présidente du Conseil exécutif, Madame la Présidente de la Conférence générale, Madame la Directrice générale, chers collègues membres du Conseil exécutif, je voudrais me joindre à celles et ceux qui m'ont précédé pour remercier et féliciter la Directrice générale pour la bonne préparation de notre session. Par la même occasion, j'exprime mes encouragements à la Présidente du Conseil exécutif afin que nos travaux se déroulent dans de bonnes conditions et donnent de bons résultats.

28.2 Madame la Directrice générale, cette dernière session de l'exercice biennal, qui précède la Conférence générale, est une occasion propice à l'établissement de bilans politiques, stratégiques et bien entendu, financiers, et l'occasion également de définir les grandes lignes structurantes des années futures. Tous les rapports, analyses, dossiers qui nous sont distribués font la part belle à la gestion de la crise financière, qui ne cesse de secouer notre Organisation. Les problèmes qui affectent l'UNESCO ne manqueront pas d'avoir, si nous n'y prenons garde, des conséquences inattendues sur la vie de l'Organisation, notamment une perte de visibilité et une

perte de leadership. De tels maux, l'UNESCO les a déjà vécus dans le passé, avec le retrait de certains États membres, mais nous devons être plus déterminés que jamais à trouver des remèdes salutaires. Face à ces multiples défis, qui sont autant d'incertitudes pour l'Organisation, la question est alors de savoir comment intervenir, dans quel but et avec quels moyens. Pour répondre à toutes ces interrogations, je voudrais, au nom de mon pays, donner avant tout quelques appréciations, principalement sur les points 4 et 16 de l'ordre du jour. Concernant votre rapport sur l'exécution du programme, Madame la Directrice générale, nous louons les efforts importants qui ont été consentis pour assurer une exécution acceptable du programme dans un contexte financier très difficile. Nous constatons tous les efforts entrepris pour rationaliser l'utilisation des ressources limitées et réduire les coûts, en rognant sur les budgets, avec notamment la réduction du personnel et le gel des postes, afin de privilégier les résultats visibles des programmes. Pareille décision pourrait s'avérer risquée pour l'avenir, en hypothéquant les chances de continuer à disposer des savoir-faire compétitifs indispensables à l'Organisation.

28.3 Comme cela a déjà été indiqué dans les précédentes déclarations, la plupart des avancées décrites dans le rapport vers les résultats escomptés ont été possibles grâce aux ressources extrabudgétaires. Cette tendance pourrait nous inquiéter, tout comme dans le cas de la stratégie, qui ne s'inscrit pas dans le même espace-temps. Car si, comme le disait Winston Churchill, « à la guerre, la maxime « sécurité d'abord » mène tout droit à la ruine », il en va de même en matière de gestion. Pour vaincre durablement la crise, les États membres devront certainement envisager une révision des quotes-parts pour leurs contributions au budget. Concernant la gouvernance de l'Organisation, il faut noter que la crise actuelle n'a pas seulement une dimension financière, mais devient certainement une crise structurelle. Pendant longtemps, on n'a pas su définir avec rigueur et lisibilité la vision et les objectifs des programmes ou l'on n'a pas réussi à déterminer avec précision les voies par lesquelles on pourrait les réaliser. En témoignent, par exemple, les tâtonnements qui ont caractérisé la gestion de la priorité Afrique pendant plusieurs années avant qu'une stratégie claire puisse être définie. Nous nous réjouissons de voir qu'une stratégie opérationnelle vient d'être élaborée et souhaitons qu'elle soit adoptée par la Conférence générale. Dans le cadre de la réforme, les bureaux hors Siège devront être dotés de cadres compétents et de ressources financières conséquentes. Madame la Directrice générale, l'Égalité entre les sexes reste également une priorité et le Congo appuie les propositions à cet égard. Alors que s'approche l'échéance de 2015, l'évaluation finale de la Décennie des Nations Unies pour l'alphabétisation fait état de progrès impressionnants, mais aussi de la persistance de défis majeurs. Je saisis la présente occasion pour remercier l'UNESCO, au nom de mon gouvernement, pour le financement important accordé à mon pays par la Chine au titre de la formation des enseignants.

28.4 Madame la Directrice générale, la crise actuelle a eu des effets très néfastes et durables sur l'Organisation, mais il faut aller au-delà de cette lecture conjoncturelle et analyser cette crise comme une opportunité pour l'UNESCO. La crise doit nous permettre de nous interroger sur le destin de notre Organisation afin

d'amorcer un nouveau départ sur des bases plus solides. Je vous remercie.

29.1 **Mr Maro** (Papua New Guinea) *in extenso*:

Madam Chair of the Executive Board, Madam President of the General Conference, Madam Director-General of UNESCO, honorable Members of the Executive Board, ladies and gentlemen, good afternoon and greetings from Papua New Guinea. It is an honour and a privilege for me personally to be at this 192nd session of the Executive Board of UNESCO. At the outset, Madam President, may I convey sincere regrets of behalf of the Minister for Education and Chair of the National Commission of Papua New Guinea, who is not able to be with you today. I take this opportunity to reaffirm Papua New Guinea's commitment to UNESCO and the goals and objectives for which this important organization stands. The programmes of this Organization in the areas of education, science, information and culture are indeed crucial for Papua New Guinea.

29.2 Madam President, like many other members of this Organization, Papua New Guinea appreciates what UNESCO has done as a partner in our development efforts. Basic education and literacy levels are examples of areas where UNESCO's contribution is valued. UNESCO's role in the post-2015 agenda is crucial in this regard. The unfinished work of the Millennium Development Goals is important in the post-2015 agenda, apart from the issues of sustainability, peace and security. Issues of culture are important in their own right given the many challenges we face in this ever-changing world today. This is a crucial area for Papua New Guinea, given our diverse range of over 700 different languages. The Pacific Islands Countries, of which we are a part, face unique challenges in safeguarding our natural resources and environment. I would venture to say that climate change and education are crucial. It is important for UNESCO to play its part, alongside others, to help us meet these and other challenges as a small island developing State (SIDS). This is where close coordination with the concerned countries and other development partners is crucial.

29.3 Madam President, Papua New Guinea is mindful of UNESCO's own resource constraints, both human and financial, in meeting the competing requests of Member States. We commend the Director-General for the achievements of this Organization against this backdrop. We are committed, in our own small way, to meet our obligations over the next biennium and beyond. By the same token, we plead that our interests as SIDS in the Pacific be taken into account by this important organization.

29.4 Finally, Madam President, I wish you every success as you preside over our deliberations on these issues, one of which pertains to the appointment of the next Director-General, who will lead us in the coming years. With those few remarks, I thank you all for your kind attention.

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

Mesdames les Présidentes du Conseil exécutif et de la Conférence générale, Madame la Directrice générale, Mesdames et Messieurs les Ministres et membres du Secrétariat, chers collègues, le Gabon fait siennes les déclarations du Vice-Président du Groupe V(a), l'Ambassadeur d'Éthiopie, qui interviendra certainement demain. La délégation gabonaise remercie

la Directrice générale et l'UNESCO pour la promotion de l'excellence scientifique des jeunes filles et le soutien à l'enseignement des sciences au Gabon. En effet, deux réunions du comité de suivi de ce projet se sont tenues à Libreville, respectivement en juillet et en août 2013. Suite aux conclusions de ces deux rencontres, une cérémonie de distinction de l'excellence scientifique, avec remise de prix aux meilleures bachelières scientifiques et techniques de la session 2013, s'est tenue au Gabon. Douze jeunes filles, meilleures bachelières dans les séries peu fréquentées par la gente féminine, venues de différents établissements du pays, ont été primées. Il en sera désormais ainsi pour les prochaines sessions du baccalauréat sur l'ensemble du territoire, car ces projets ont pour but de susciter l'intérêt des filles dans les filières scientifiques et technologiques dont le Gabon a besoin pour son développement. C'est là votre œuvre, Madame la Directrice générale, et celle des sous-directeurs généraux qui vous accompagnent. Merci.

30.2 Madame la Directrice générale, vous avez assisté en juillet 2013 au Gabon, avec S. E. M. Ali Bongo Ondimba, Président de la République du Gabon, aux cérémonies commémoratives du centenaire de l'arrivée du docteur Albert Schweitzer au Gabon et à la mise en place d'un Prix international de 250 000 dollars pour la recherche sur les maladies tropicales. Aujourd'hui, Madame la Directrice générale, vous et le Secrétariat défendez un bilan, et le GIEC a encore tiré la sonnette d'alarme sur les changements climatiques et la nécessité de négociations urgentes concertées. En notre qualité de membre du Groupe préparatoire ad hoc, nous tenons à féliciter la Présidente du Groupe pour les travaux accomplis, auxquels nous avons pris part et dont elle a rendu compte au début de la session.

30.3 Madame la Directrice générale, notre Organisation est unique en beaucoup de points. Elle est unique par ses principes fondateurs, ayant été créée pour réaliser, grâce à la coopération des nations du monde dans les domaines de l'éducation, de la science et de la culture, des buts de paix internationale et de prospérité universelle. Elle est unique aussi par la spécificité de son mandat, agence intellectuelle au service des hommes et des peuples, qui a reconnu dès 1989 la nécessité de se doter d'une priorité Afrique au regard des besoins en éducation du continent et de la fracture scientifique croissante entre l'Afrique et le reste du monde. Deux décennies plus tard, force est de constater qu'il reste beaucoup à faire. En effet, le Rapport de l'UNESCO sur la science 2010 indique que l'Afrique compte une centaine de chercheurs par million d'habitants, contre 6 000 pour les pays du Nord. Il est donc incompréhensible et particulièrement préoccupant que les pays des Groupes V(a) et V(b) ne soient représentés depuis quatre ans par aucun sous-directeur général. Je pense en particulier aux secteurs des sciences ou de l'éducation, qui sont essentiels pour l'avenir de l'Afrique. Dans le même ordre d'idées, les chiffres montrent une très faible représentation des ressortissants de ces deux groupes au niveau du Secrétariat, surtout aux postes de responsabilité : P-5, P-4 et D. Des mesures de rééquilibrage doivent être prises. Je crois aussi que nous devons nous appuyer sur ce qui rend notre Organisation belle, unique et précieuse aux yeux du monde. L'UNESCO est par exemple la seule institution des Nations Unies chargée de promouvoir les sciences fondamentales. J'en appelle donc à la responsabilité de l'UNESCO pour maintenir cet engagement et ce mandat vivants au cours des prochains bienniums. J'en appelle

aussi à un engagement international novateur en faveur des sciences fondamentales pour l'Afrique dont l'UNESCO serait le leader. Cela donnerait à notre Organisation un souffle nouveau, une nouvelle visibilité, ce serait pour elle une deuxième naissance auprès des citoyens et citoyennes de la Terre. Si elle était mise en œuvre cette proposition placerait l'Afrique au centre des préoccupations scientifiques et éducationnelles. Enfin, nous sommes à la croisée des chemins, Madame la Directrice générale, à tel point que l'existence même de notre Organisation est en jeu. L'UNESCO aurait pu mettre la clé sous le paillason, comme diraient certains. Nous

aurions pu fermer, cela n'a pas été le cas. Vous l'avez rendue vivante. Mais quelle UNESCO voulons-nous laisser aux générations futures ? Serons-nous une UNESCO qui aura laissé de côté une partie de sa force de création, son personnel, son expertise unique, pour faire face à la conjoncture ? Nous souhaitons, pour notre part, une Organisation qui laisse des traces génératrices de concepts et soit maître d'œuvre de programmes innovants. En somme, l'UNESCO continuerait d'être un laboratoire d'idées au service de l'humanité. Je vous remercie de votre attention.

The meeting rose at 6.05 p.m.

THIRD MEETING

Tuesday, 1 October 2013, 10.10 a.m. – 1.30 p.m.

Chair: Ms Cummins

REPORTING ITEMS (continued)

Item 4: Report by the Director-General on the execution of the programme adopted by the General Conference (continued) (192 EX/4 Parts I-IV; 192 EX/4.INF.-INF.2; 192 EX/AHPG/Recommendations)

Draft Medium-Term Strategy (37 C/4) and Draft Programme and Budget (37 I/5) (continued)

Item 16: Implementation of 191 EX/Decision 15 on the Draft Medium-Term Strategy (37 C/4) and the Draft Programme and Budget (37 C/5), and 5 X/EX/Decision 2 thereon (continued) (192 EX/16 Part I and Add. and Parts II-VII; 192 EX/AHPG Recommendations)

Plenary debate (continued)

١.١ السيد الرئيس (الملكة العربية السعودية) النص الكامل:

السيدة رئيسة المجلس التنفيذي، السيدات والسادة، السلام عليكم ورحمة الله. لا أستطيع أن أصف دورتنا هذه بأنها اعتيادية ففيها مواضيع حساسة وساخنة من أبرزها إدراج قرار سادس جديد، بجوار القرارات العربية الخمسة، يتعلق ببعثة اليونسكو إلى القدس. وفيها نقاش حاسم بشأن إصلاح المنظمة وسبل معالجة المشكلة المالية التي تواجهها. وفيها انتخاب أو إعادة انتخاب مدير عام للمنظمة للسنوات الأربع القادمة. وفي أجندتنا لهذه الدورة موضوعات أخرى لا يمكن التقليل من أهميتها أيضاً.

١.٢ السيدات والسادة، ظلت مدينة القدس وستظل بؤرة مركزية في هذا العالم لا يمكن إهمالها أو الانشغال بمآسي العالم الأخرى عن مأساتها المتمثلة في مساعي قوة احتلال لتغيير وجهها المتنوع وطمس هويتها المتعددة. وإيماناً من مجلسنا الموقر هذا بمشروعية القلق إزاء ما يجري كل يوم، في الخفاء وفي العلن، لتغيير معالم المدينة المقدسة «القدس» التي ظلت آلاف السنين تحت الحكم المسيحي محافظة على الرموز اليهودية، ثم أصبحت تحت الحكم الإسلامي لأكثر من ألف وثلاثمائة سنة محافظة على الرموز اليهودية والمسيحية. وإزاء هذا القلق، استصدر المجلس التنفيذي القرار ١٨٩ م/ت/١٩، الذي قرر بموجب إرسال بعثة خبراء إلى مدينة القدس لتقديم تقرير ميداني للمجلس عن وضع المدينة العتيقة. ومما يؤسف له أن هذا القرار الصريح والواضح لم ينفذ حتى الآن بسبب المماطلة الإسرائيلية وعدم الضغط الفعال من الدول المؤثرة. وهنا، إننا ننظر بإيجابية إلى إعلان سفير المملكة المتحدة أمس سحبه لمشروع القرار المعارض للقرارات العربية، كما نشكر ببالغ الامتنان سفير كندا، رئيس المجموعة الأولى. وسفير الدنمارك على الجهود التي بذلها في سبيل تسهيل وتيسير النقاش بشأن القرارات العربية. وإن وفد المملكة العربية السعودية ليؤكد ويحث رئيسة المجلس التنفيذي والمديرة العامة للمنظمة على أهمية الضغط باتجاه تنفيذ قرار إرسال بعثة تقصي حقائق إلى القدس في أقرب فرص.

١.٣ السيدات والسادة، تواجه منظمنا العريقة منذ عامين صعوبات مالية شديدة تهدد قدرتها على القيام بالحد الأدنى من متطلباتها والتطلعات الدولية الموهنة بها. ولا يفوتني في هذا السياق أن أشكر السيدة إيرينا بوكوفا، المديرة العامة لليونسكو، على كافة الجهود التي بذلتها، ليس خلال السنتين العصيبتين فقط بل خلال السنوات الأربع الماضية من إدارتها للمنظمة بكفاءة وإخلاص. ويجب أن نصرف جهدنا ووقتنا جميعاً الآن إلى إيجاد السبل القومية لتجاوز هذه الأزمة المالية التي تواجه منظمنا بدون حق. وإن من أهم مواصفات السبل القومية هو عدم الاندفاع إلى حل المشكلة المالية بمشكلة إدارية أو أخلاقية، وأعني هنا تحديداً الحل المتداول لتسريح موظفين

دون التأمل بدرجة كافية في الأضرار التي سيحدثها هذا القرار على الموظفين وأسره من الجانب الإنساني. وإن وفد بلادي يدعو مجلسكم الموقر إلى صرف النظر عن قرار تسريح الموظفين، والبحث عن بدائل أخرى أقل ضرراً وأكثر عدلاً مثل التوقف عن التمديد للموظفين وتأجيل بعض الأنشطة أو تقليصها وتقليص النفقات غير الضرورية وخصوصاً تلك التي تهدر على اجتماعات كثيرة المصاريف وقليلة الجدوى. وقد أشارت المديرة العامة في كلمتها أمس إلى هذه التوجهات والمخاطر بإيجابية فائقة تشكر عليها.

١.٤ السيدات والسادة، ينتخب مجلسكم الموقر في هذه الدورة مديراً عاماً يتولى إدارة شؤون اليونسكو السنوات الأربع القادمة بإذن الله. وبغض النظر عن أسماء المرشحين الموقرين الثلاثة لهذا المنصب، فإننا نتمنى أن ننجح سوياً في اختيار من سيقود هذه المنظمة بنجاح للوصول إلى منظمة جديدة أعلى فعالية وكفاءة، وتممينا لمن سيتم اختياره بالتوفيق.

١.٥ وختاماً، سيداتي سادتي، ونحن على مشارف انتهاء حصتنا في عضوية المجلس التنفيذي، بعد أن قررت المملكة العربية السعودية تقاسم عضوية السنوات الأربع مع الشقيقة سلطنة عمان، فإن وفد بلادي يود أن يشكر كافة الدول الأعضاء على دعمهما وتعاونهما في تيسير الكثير من القرارات والاتفاقات الثنائية أو المتعددة الأطراف. كما يشرفني بشكل خاص، بصفتي نائب رئيس المجلس التنفيذي خلال العامين الماضيين، أن أعبر عن خالص شكري وامتناني للدول العربية الشقيقة التي أنابني ممثلوها للحديث باسمهم عن الموضوعات المشتركة وخصوصاً بشأن قضية فلسطين والقدس الشريفة، وشكري كذلك لرئاسة المجلس وأمانته ولكافة ممثلي الدول أعضاء المجلس الذين مددوا لي ذراع المساندة وبسطوا لي يد الأخوة والصداقة، فشكراً لكم جميعاً وعذراً لكم عن أي خطأ أو تقصير خلال عملي في السنتين الماضيتين، والسلام عليكم ورحمة الله وبركاته.

(1.1) **Mr Aldrees (Saudi Arabia) in extenso**
(translation from the Arabic):

Madam Chair of the Executive Board, Madam President of the General Conference, Madam Director-General of UNESCO, ladies and gentlemen, *as-salāmu 'alaikum wa-rahmatu llāhi* (peace and the mercy of God be upon you). I cannot describe this as a typical session of our Board, since we have some sensitive matters and controversial topics on our agenda, notably the inclusion of a new sixth decision on the UNESCO mission to Jerusalem alongside the five existing draft decisions concerning the Middle East, a critical debate on reforming the Organization and how to deal with the financial problem that we are facing, the election or re-election of the Organization's Director-General for the next four years and many other no less significant topics.

(1.2) Ladies and gentlemen, Jerusalem has always been and will remain to be a point of global focus that cannot be neglected; the world's other woes should not distract us from the tragedy caused by the determined efforts of the occupation forces to change the face of this diverse city and stifle its multi-faceted identity. We trust that the respected Board is rightfully concerned about what is happening every day, both covertly and overtly, to change historic sites in the sacred city known as "Al-Quds", where under Christian rule for thousands of years, Jewish symbols were preserved, and under Islamic rule for over 1,300 years, Jewish and Christian symbols were preserved. This concern led the Executive Board to adopt 189 EX/Decision 19 which approved sending a delegation of experts to Jerusalem to submit a field report to the Executive Board on the situation in the ancient city. It is therefore regrettable that this clear, explicit decision is yet to be implemented because of

stalling by Israel and a lack of real pressure from influential States. We were pleased to hear the representative of the United Kingdom announce his withdrawal yesterday of the draft decision opposed to the decisions concerning the Middle East and we are extremely grateful to the representative of Canada, the chair of Group I, and the representative of Denmark for their efforts to facilitate the debate on these decisions. The delegation of Saudi Arabia stresses to the Chair of the Executive Board and the Director-General of the Organization the importance of applying pressure to implement the decision to send a fact-finding mission to Jerusalem at the earliest opportunity.

(1.3) Ladies and gentlemen, for two years our distinguished Organization has been facing severe financial difficulties that threaten its ability to carry out even a fraction of what is required and expected of it by the international community. In this regard I must of course thank Ms Irina Bokova, Director-General of UNESCO, for all her hard work over not only the past two tumultuous years, but the past four years, to manage the Organization with skill and dedication. Now we must all put time and effort into finding practical ways to overcome the unmerited financial crisis that our Organization is facing. Above all, we must avoid rushing to solve the financial problem by simply replacing it with an administrative and ethical dilemma, by which I refer to the proposed solution to make staff redundant without giving enough consideration to the damage that this decision will cause to employees and their families from a human perspective. My delegation calls on this distinguished Board to reconsider the decision to dismiss staff and instead seek less detrimental, fairer alternatives such as stopping staff extensions, postponing or downsizing certain activities and reducing unnecessary expenditure, particularly that wasted on ineffective yet costly meetings. In the Director-General's speech yesterday, she spoke about these strategies and preventive measures in a very positive light, which was much appreciated.

(1.4) Ladies and gentlemen, during this session the Members of the Board will elect a Director-General to manage UNESCO's affairs for the next four years, God willing. Regardless of the names of the three candidates for this position, we hope that together we will manage to choose the right person to turn UNESCO into a new, more efficient and effective Organization and we wish the successful candidate the very best of luck.

(1.5) To conclude, ladies and gentlemen, as we approach the end of our term as a Member of the Executive Board, since Saudi Arabia opted to divide its four-year term with the Sultanate of Oman, my delegation would like to thank all of the Member States for their support and cooperation in facilitating numerous decisions and bilateral and multilateral agreements. I am particularly honoured to have served as Vice-Chair of the Executive Board for the past two years and would like to express my deepest gratitude to my fellow Arab States who appointed me to speak on their behalf on joint topics, particularly on the issue of Palestine and Jerusalem. I would also like to thank the Chair of the Board, its Secretariat and all the representatives of States Members of the Board who gave me assistance and extended the hand of

brotherly friendship. I thank you all and ask you to forgive any mistakes or shortcomings in my work over the past two years. *As-salāmu 'alaikum wa-rahmatu llāhi wa-barakātuh* (peace and the mercy and blessings of God be upon you).

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

Señora Presidenta, señora Directora General: en el mundo expoliado y saqueado se acumulan los problemas y se imbrican las crisis, que ya son permanentes. Como nunca antes, la especie humana se enfrenta a peligros incommensurables que ponen en riesgo su propia supervivencia. 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. Parece indetenible la destrucción del medio ambiente, así como la pérdida de biodiversidad y del equilibrio natural de los ecosistemas. El capitalismo salvaje, de rostro neoliberal, intenta pasarnos la factura de la crisis. Nada parece saciar su voracidad insaciable por los recursos naturales ni su belicosidad sempiterna. Siria está en el punto de mira en un Oriente Medio convulso y desangrado por guerras y conflictos fratricidas, atizados por intereses foráneos y un intervencionismo descarnado. Impedir una agresión y acallar el rugido de las armas para hacer prevalecer la paz es la más urgente prioridad de la comunidad internacional.

2.2 Lejos de asumir una actitud responsable y un compromiso serio frente a los colosales retos que enfrentamos, lo que observamos son nuevas amenazas y repugnantes prácticas de los grandes centros de poder, desde el espionaje masivo hasta el avasallamiento de la libertad de expresión. «La vida de los otros», que en 2006 obtuvo el Oscar a la mejor película extranjera, es solo una pueril parodia de lo que se ha revelado como el mayor y más sofisticado sistema de espionaje en la historia de la humanidad. Las recientes revelaciones acerca del escandaloso e indiscriminado sistema de espionaje masivo que implementa Estados Unidos han levantado una ola de repudio a nivel mundial. Ya poco importa que se nos califique de aliados o adversarios cuando todos somos objeto de vigilancia y escrutinio, incluidas las Naciones Unidas. En este contexto, la iniciativa presentada por el Brasil para que el Consejo Ejecutivo y la UNESCO, conforme a su mandato, aborden la cuestión de la «Ética y la privacidad en el ciberespacio» tiene nuestro más firme apoyo y acompañamiento.

2.3 Señora Presidenta: el 18 de junio de 2013 el Comité Consultivo Internacional del Programa Memoria del Mundo aprobó la inscripción de 55 nuevas colecciones en el Registro internacional. El Comité continuó realizando un trabajo encomiable, caracterizado por su objetividad y pluralidad, con el objetivo de preservar la memoria documental de la humanidad para las generaciones presentes y futuras. Desde las hojas manuscritas del «Manifiesto comunista» y «El capital», de Carlos Marx, hasta los documentos de Eleanor Roosevelt, pasando por los manuscritos mamelucos del Corán y la colección sobre la vida y obra de Ernesto Che Guevara, el Registro «Memoria del Mundo» se ha enriquecido en su universalidad. Esta última colección tuvo una muy positiva y amplia repercusión mediática. Hubo una sola excepción a tamaño júbilo, una nota disonante de quienes siempre se han empeñado infructuosamente en borrar el legado del Che, los mismos que someten a esta Organización a

un impúdico chantaje financiero. Los insultos y amenazas no se hicieron esperar en declaraciones de una trasnochada congresista: la señora Ross-Lehtinen confunde a la UNESCO con el “Parque Jurásico”, a cuya fauna, por cierto, pertenece.

2.4 Señora Presidenta: a las puertas de la 37ª reunión de la Conferencia General, el Consejo Ejecutivo, en su actual composición, cierra una etapa de trabajo marcada por la crisis de impago y la ejecución del proceso de reformas. No ha sido fácil la tarea en este escenario complejo. El Consejo, aun cuando sigue cargando con una abultada e indigerible agenda que burocratiza su labor, ha realizado un trabajo encomiable. Ha sembrado la semilla para reconducir la Organización bajo las riendas de los Estados Miembros en estrecha cooperación con la Directora General. El Consejo ha adoptado iniciativas novedosas y de probados resultados con el objetivo de fomentar el diálogo inclusivo y potenciar la eficacia y eficiencia de su labor. La realización de su quinta reunión extraordinaria, transcurridos 28 años desde la anterior, y sobre todo la creación del Equipo de Trabajo sobre el Programa y las Prioridades de la UNESCO y el Grupo Especial Preparatorio del Consejo Ejecutivo, son a todas luces las experiencias más positivas.

2.5 Nuestra mirada está ahora puesta en el futuro, en todo lo que falta por hacer para que la UNESCO sea reconocida por su liderazgo y contribución a la paz en un mundo inseguro, por su contribución al desarrollo y a la erradicación de la pobreza en un mundo desigual y de recursos limitados y por su aporte a un nuevo humanismo en este mundo demasiado egoísta e irracional. Muchas gracias.

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

Madam Chair, Madam Director-General, in a pillaged and ransacked world, where accumulating problems and interwoven crises are here to stay, the human species is facing immense danger on an unprecedented scale which puts its own survival at risk. Structural underdevelopment persists. The chasm between rich and poor is growing, as are inequalities between and within nations. The destruction of the environment and the loss of biodiversity and of the natural balance of ecosystems seems unstoppable. Unbridled neoliberal capitalism is trying to slip us the bill for this crisis. Nothing can satisfy its voracious appetite for natural resources, or its never-ending belligerence. The Syrian Arab Republic is in the spotlight in a Middle East shaken and bled dry by war and fratricidal conflict stoked by foreign interests and barefaced interventionism. Preventing aggression and silencing the roar of weapons so that peace may prevail is the international community's most urgent priority.

(2.2) Far from adopting a responsible attitude or seeking serious compromise in order to face the enormous challenges before us, we are seeing new threats and despicable practices from the great power centres, from mass-scale spying to stifling freedom of speech. *The Lives of Others*, the Best Foreign Language Film at the 2006 Academy Awards, is a childish parody next to what has turned out to be the largest, most sophisticated espionage system in the history of humanity. Recent revelations of the

scandalous, indiscriminate system used by the United States of America have created a wave of outrage around the globe. Our status as ally or adversary means little when we are all under scrutiny and observation, the United Nations included. In this context, the proposal by Brazil that UNESCO's Executive Board, in keeping with its mission, examine the issue of “ethics and privacy in cyberspace” has our firm support and backing.

(2.3) Madam Chair, on 18 June 2013, the International Advisory Committee of the Memory of the World Programme approved the inscription of 55 new collections on the International Register. The Committee has commendably continued its objective and plural work to preserve the written memory of humanity for current and future generations. From the manuscript pages of Karl Marx's *Communist Manifesto* and *Das Kapital*, to Eleanor Roosevelt's papers, the Mamluk Qur'an manuscripts and the collection on the life and work of Ernesto Che Guevara, the universality of the Memory of the World Register has been enriched. Media attention for the latest collection was widespread and very positive, with one exception to the fanfare: disapproval came from those who have unsuccessfully tried to erase the legacy of Che, the same who are shamelessly blackmailing this Organization. Insults and threats came quickly in statements made by an out-of-touch member of the United State Congress: Ms Ros-Lehtinen mistakes UNESCO for Jurassic Park, which is where she belongs.

(2.4) Madam Chair, on the threshold of the 37th session of the General Conference, the current Executive Board has completed a period of work marked by the unpaid dues crisis and the implementation of the reform process. Work in this complex context was not easy. The Board, though still burdened with a bloated, intractable agenda that bureaucratizes its work, has made commendable progress. It has set in motion the task of bringing the Organization back under the control of Member States in close cooperation with the Director-General. The Board has adopted innovative proposals and produced proven results with the aim of promoting inclusive dialogue and boosting the efficiency and effectiveness of its work. The organization of its fifth extraordinary session, 28 years after the last one, and particularly the creation of the Task Force on the Programme and Priorities of UNESCO and the Ad Hoc Preparatory Group of the Executive Board, are, by any measure, the most encouraging outcomes.

(2.5) We are now looking to the future and all that must be done to ensure that UNESCO is recognized for its leadership and its many contributions: to peace in an insecure world; to development and the eradication of poverty in a world of inequality and limited resources, and to a new humanism in an excessively selfish and irrational world. Thank you very much.

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

Madame la Présidente, mon problème, c'est que je ne sais jamais dans quel ordre remercier les trois grandes dames qui président aux destinées de l'UNESCO, alors je dis : Excellences, Mesdames les dirigeantes de l'UNESCO. Ceci dit, je me tourne vers

vous, Madame Bokova, parce que – vous l'avez évoqué – vous êtes allée à Kaboul, et je vous présente mes remerciements les plus sincères. Pourquoi ? Parce que vous y êtes allée avec une équipe de dames, avec vos collaboratrices, qui étaient aussi très courageuses. En soi, je considère ce voyage comme un message mais aussi, il faut le dire, comme un exploit. L'objectif de votre voyage en Afghanistan était de faire comprendre à toutes les femmes, qui étaient réduites à des cerceaux ambulants après le régime des Talibans, qu'elles avaient de la valeur, qu'elles étaient des êtres humains. Et je vous remercie d'avoir rencontré des femmes journalistes et des femmes députées. Je vous remercie de tout ce que vous avez fait pour les écolières afghanes, parce que je sais que vous ne les oubliez jamais, vous les évoquez à chaque fois.

3.2 J'en viens à présent au deuxième point : le rapport entre le Conseil exécutif et le Secrétariat, qui me préoccupe parfois un peu. Ce sont des organes essentiels de l'UNESCO. Le Conseil exécutif représente les États membres, c'est-à-dire les propriétaires de l'UNESCO, et le Secrétariat est responsable de la stratégie de l'Organisation et de son exécution. Leurs rapports devraient se fonder sur une collaboration continue. Or il y a malheureusement un vide entre les sessions du Conseil exécutif et l'activité du Secrétariat. Je propose, pour combler ce vide, d'établir un lien un peu institutionnalisé entre le Conseil exécutif et ce que fait le Secrétariat. Les États membres seraient ainsi mieux assurés d'être les porteurs des messages de l'UNESCO, qui est un service public international, et les divergences entre le Conseil exécutif et le Secrétariat disparaîtraient.

3.3 J'arrive au troisième point. Je voudrais suggérer un recadrage des missions de l'UNESCO, qui sont étendues à la fois dans l'espace et dans le temps. Pour ne pas que l'UNESCO perde le fil de ses idées, il convient de recadrer, limiter et préciser ses cibles. Cela est essentiel, surtout dans la situation difficile où l'UNESCO se trouve. Il convient de déterminer les priorités de l'Organisation à partir non pas de la situation budgétaire, mais des enjeux essentiels pour aujourd'hui et pour l'avenir, pour les générations futures.

3.4 J'en viens à mon dernier point. J'ai constaté récemment dans les coulisses de l'UNESCO qu'une expression revenait sans cesse et était devenue un peu à la mode : il s'agit de la « durabilité ». On l'accrole à n'importe quoi alors que ce n'est pas un concept fixé une fois pour toute et limité dans ses contours. La durabilité ne s'est pas encore affirmée comme science. C'est une notion abstraite qu'on associe à tous les objectifs, que ce soit le développement, la paix, etc. Je souhaiterais donc que la durabilité soit précisément définie.

3.5 Enfin, je voudrais signaler qu'aujourd'hui la paix n'est pas une réalité, elle n'est pas ancrée dans l'esprit des individus. Il existe une forme d'insécurité qui résulte de plus en plus de la mauvaise gestion de la croyance religieuse. Et l'insécurité est très importante parce qu'elle est devenue mondiale. Je crois que c'est le problème majeur auquel nous allons être confrontés dans les années à venir. C'est pourquoi je serais très heureux qu'un cadre mondial de développement institutionnalisé soit mis en place à l'UNESCO, c'est-à-dire un système de gestion de la paix qui repose non seulement sur l'éducation, mais aussi sur la maîtrise de l'insécurité. Je vous remercie Madame la Présidente.

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

Уважаемая Председатель Исполнительного совета, уважаемая Генеральный директор, коллеги, дамы и господа, сегодня мы со всей остротой ощущаем, насколько хрупкой оказывается человеческая цивилизация. Последние годы мир сотрясают войны, политические кризисы, техногенные катастрофы, затянувшийся экономический кризис. Кроме того, мир переживает системный кризис социально-экономических ориентиров и, что еще опаснее, культурных и нравственных ценностей. Для преодоления этих негативных явлений необходима мобилизация коллективных усилий международного сообщества по поиску ответов на общие для всех вызовы. У ЮНЕСКО в системе международных отношений и в системе ООН особая роль – способствовать через культуру, науку, образование воспитанию свободных и ответственных людей, формировать в умах молодого поколения идеи мира и добрососедства. Кроме того, ЮНЕСКО всегда была интеллектуальным форумом, и в данный переломный момент человеческой истории эта сторона миссии ЮНЕСКО должна быть усилена и направлена на поиски путей выхода из современного нравственно-культурного кризиса и разработку моделей будущего развития через науку, культуру и образование.

4.2 Мы приветствуем усилия Генерального директора по стабилизации финансового состояния ЮНЕСКО. Считаем, что Секретариатом совместно с государствами-членами была проведена весьма эффективная работа над программой и бюджетом на предстоящий период, и в целом мы поддерживаем основные направления деятельности и параметры представленного бюджета. В то же время хотелось бы привлечь ваше внимание к некоторым аспектам представленной программы на предстоящий период. В первую очередь следует обратить внимание на необходимость укрепления Межправительственной океанографической комиссии (МОК), поскольку МОК принадлежит к числу тех немногих программ ЮНЕСКО, которые имеют прямой экономический эффект и дают реальную финансовую отдачу государствам-членам. Говоря о науке в интересах мира и устойчивого развития, ЮНЕСКО могла бы взять на себя роль лидера, мобилизовать мировое научное сообщество для выработки новых подходов и идей к вызовам времени и обеспечению устойчивого будущего. Здесь существенную роль могла бы сыграть Международная программа по фундаментальным наукам. Существенной перестройки требуют механизмы Конвенции об охране всемирного культурного и природного наследия. В следующем году в Списке всемирного наследия будет тысяча объектов. Уже сейчас понятно, что ни Центр всемирного наследия, ни Комитет всемирного наследия, ни вспомогательные органы не справляются с таким объемом работы. Нужно даже в условиях финансовых ограничений не снижать финансирование ЦВН и более интенсивно продолжить работу по поиску новых организационных форм работы. Считаем важным сохранить программу «Информация для всех» (ПИДВ), развивать заложенный в ней потенциал в целях устойчивого развития. Как показало обсуждение на предыдущей сессии Совета, свыше 70% государств-членов поддерживают итоги выполнения стратегического плана этой Программы за истекшие пять лет. Мы в ЮНЕСКО много говорим о проблемах образования и воспитания, а между тем важным инструментом достижения этих целей являются возможно-

сти, заложенные в ПИДВ. Она имеет широчайший возрастной и географический охват. Программа создает все предпосылки для решения многих важнейших задач. С вопросами в кругу ведения Программы теснейшим образом переплетается проблематика информационной безопасности и этики в киберпространстве. Мы поддерживаем инициативу Бразилии по обсуждению на Генеральной конференции вопросов этики в киберпространстве.

4.3 Уважаемые коллеги, безусловно, сокращение бюджета вынудит Генерального директора пойти на сокращение не только вакантных должностей. При этом мы не можем диктовать Генеральному директору конкретные управленческие решения. В то же время призываем руководство Секретариата к максимальной осторожности, чтобы сокращениями персонала не нанести непоправимый урон Организации. Говоря о повышении эффективности работы ЮНЕСКО, нам необходимо обратить самое серьезное внимание на методы работы Исполнительного совета. При этом в предыдущие периоды самим Исполнительным советом проведена большая работа по определению основных направлений оптимизации его деятельности. Определенные рекомендации подготовлены Секретариатом. Как представляется, это хорошая основа для следующего Исполнительного совета начать работу по-новому.

4.4. Уважаемые коллеги, мы полагаем, что ЮНЕСКО должна уделять больше внимания проблемам в странах, находящихся в состоянии конфликта или после конфликта. Нам надо обсуждать вопросы образования и восстановления культурных ценностей в этих странах. Нам надо обсуждать вопросы религиозной нетерпимости в странах, где произошла стремительная смена правящих режимов и которые еще находятся в состоянии внутреннего конфликта. И к этим обсуждениям важно привлечь авторитетных религиозных лидеров. Не могу оставить без внимания палестино-израильские резолюции. Как всем известно, между Палестиной и Израилем после длительного перерыва возобновились прямые переговоры. Однако вызывает сожаление, что имея потенциал и определенный практический опыт, мы в этот раз не предприняли усилий по внесению своего вклада в этот процесс. Спасибо за внимание.

(4.1) **Ms Mitrofanova** (Russian Federation)
in extenso (translation from the Russian):

Distinguished Chair of the Executive Board, distinguished Director-General, colleagues, ladies and gentlemen, we can today feel the sheer fragility of human civilization. In recent years the world has been shaken by war, political crisis, anthropogenic disasters and protracted economic crisis. Furthermore, the world is in the midst of a systemic crisis in socio-economic reference points and, even more dangerously, cultural and moral values. In order to overcome these negative phenomena, it is necessary to mobilize the collective efforts of the international community in the search for answers to the challenges facing us all. UNESCO has a particular role in the system of international relations and in the United Nations system – it is to foster, through culture, science and education, the forging of free, responsible individuals, and to shape in the minds of the young generation the ideals of peace and good-neighbourliness. In addition, UNESCO has always

been an intellectual forum, and at this watershed in human history that is an aspect of its mission that must be reinforced and directed to the search for a way out of the contemporary moral and cultural crisis and the development of a model for future development through science, culture and education.

(4.2) We welcome the Director-General's efforts to stabilize UNESCO's financial situation. We consider that the Secretariat, together with the Member States, has carried out highly effective work on the Programme and Budget for the upcoming period, and we support fully the basic directions and parameters of the proposed budget. We should also like to draw your attention to a few aspects of the programme proposed for the upcoming period. In the first place, it is worth considering the need to strengthen the Intergovernmental Oceanographic Commission (IOC), because it is one of the few UNESCO programmes with a direct economic impact and of genuine financial worth to Member States. Speaking of science in the service of peace and sustainable development, UNESCO could take on a leading role and mobilize the world's scientific community to develop new approaches and ideas concerning the challenges of the day and securing a sustainable future. An essential role in this respect could be played by the International Basic Sciences Programme. The mechanisms of the Convention for the Protection of the World Cultural and Natural Heritage require a thorough overhaul. Next year, there will be 1,000 sites on the World Heritage List. It is already understandable now that the World Heritage Centre, the World Heritage Committee and the advisory bodies cannot cope with such a high volume of work. Even in this context of financial restrictions, we must not cut the World Heritage Centre's funding, and the efforts to find new organizational ways of working must be continued, more intensively. We consider it important to keep the Information for All Programme (IFAP) and to develop its inherent potential for the purposes of sustainable development. It emerged from the discussions at the Board's 191st session that more than 70% of Member States endorse the results of the implementation of the Programme's strategic plan over the past five years. We at UNESCO talk a great deal about the problems of various forms of education, and in fact an important tool for achieving these goals is the potential inherent in IFAP. It has the most wide-ranging generational and geographical reach. The Programme establishes all the preconditions for resolving many of the most important tasks. Questions of the Programme's scope are very closely interwoven with the issue of information security and ethics in cyberspace. We support Brazil's initiative for the discussion of questions relating to ethics in cyberspace at the General Conference.

(4.3) Distinguished colleagues, it goes without saying that the reduction of the budget obliges the Director-General to move to abolish not only vacant posts. We cannot though dictate concrete administrative decisions to her. At the same time, we urge the leadership of the Secretariat to the utmost caution so as to ensure that staff reductions do not cause irreparable harm to the Organization. Regarding making UNESCO's action more effective, we must pay the most serious attention to the

Executive Board's working methods. In earlier times, the Executive Board itself carried out a considerable amount of work to determine basic ways for optimizing its activities. Specific recommendations were prepared by the Secretariat. As may be imagined, this is a good foundation for the next Executive Board to start the work over again.

(4.4) Dear colleagues, we suggest that UNESCO should pay more attention to problems in countries in conflict or post-conflict situations. We must discuss issues relating to education and the rehabilitation of the cultural heritage in those countries. We must discuss issues relating to religious intolerance in countries where there has been a hasty change in the governing regime and which are still in a situation of domestic conflict. And it is important to involve authoritative religious leaders in these discussions. We cannot let the Palestinian -Israeli decisions pass without comment. As is universally known, direct talks have resumed between Palestine and Israel after a lengthy break. It is however unfortunate that with our potential and specific practical experience, we have not this time made the effort to make our own contribution to this process. Thank you for your attention.

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

Madam Chairperson, Madam President of the General Conference, Madam Director-General, distinguished Members of the Executive Board, friends and colleagues, the Director-General, with her customary competence, has comprehensively covered the range of issues before us and has prescribed a programme and an organizational structure. There are decisions to be made, and often hard and even painful choices to be exercised, which the General Conference will then consider. Undoubtedly, there will be differing perspectives and perceptions, and varying visions. Over the next 10 days we will seek to arrive at a constructive and forward-looking, yet realistic, consensus. UNESCO has a well-deserved reputation for amicable, informed and incisive debate. I am confident that we will be able to arrive at solutions to the problems confronting our Organization.

5.2 For some time I have felt that our structures of governance and their component elements should be reviewed. At present there is sequential overlapping and repetitive deliberation. I would urge a review of the format and subject assignment of the Ad Hoc Working Group, the commissions and indeed the Executive Board itself, along with the General Conference. We could consider reducing the number of commissions, and at the very least requiring them to meet less frequently. Last year, for example, I suggested that the Executive Board could meet twice one year and only once during the year of the General Conference – in other words, three instead of four times. We would do well to take up these issues at the earliest opportunity to allow resources to be focused on our work.

5.3 In the Education Sector, in particular with regard to the unfinished education for all agenda (EFA) and the Millennium Development Goals, we must move beyond number counting. Getting children, especially girls, to school, is important but simply not enough. We must pay more attention to what teachers and students do in school, and to outcomes and opportunities. Learning and inclusion are important and closely related subjects. We must therefore ensure that asymmetrical access does not

prevail and that learning, literacy and education are not privileges but rights that should be enforced.

5.4 I have long believed that teachers hold the key to the learning experience. We must invest in improving the quality of teachers and in improving their skills and knowledge. There is a strong case for a global mission on teachers with special emphasis on teaching and teacher education. UNESCO could take the lead on this as a platform, put together a network of partners, and catalyse action. There are many other areas to be addressed, including the integration and usage of technology, and providing education continuously, beyond the borders of schools, towards lifelong learning.

5.5 India has a particular interest that stems from our conviction that we must develop the capabilities and attitudes to live together as partners on this planet, within a pluralistic perspective of faith, religion, culture, language and ideology. It is a paradox that as migration and technology shrink, our world, pluralism and multiculturalism must become the norm and not the exception. Our educational systems should understand, recognize and promote this.

5.6 I now turn to the Culture Sector and begin with world heritage, which is, in many ways, the best-known part of UNESCO's work. I would like to congratulate the Director-General for initiating a process of dialogue between Member States, the World Heritage Centre and the advisory bodies last year. While there have been changes, much more needs to be done. UNESCO needs to set up a series of meetings, with the World Heritage Centre playing a proactive role. There must be a clear delineation of roles between the World Heritage Centre and the advisory bodies.

5.7 There has been a great deal of debate about the 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property. We welcome the initiatives of the Director-General to catalyse a process of making the conventions more effective. It may be a good idea to initiate regional consultations as well, to make the task of subsidiary bodies easier and enable wider participation.

5.8 The 2003 Convention for the Safeguarding of the Intangible Cultural Heritage is potentially the most inclusive and celebratory of the UNESCO cultural conventions. It recognizes the diversity of cultures and the traditions of peoples. It has, however, been mired in processes and has not lived up to the early expectations. We are concerned at the large backlog of nominations for inscription, as well the inexpert nature of evaluation, and the long and cumbersome process involved. A major step forward would be to simplify the processes and procedures for inscription on the Representative List of the Intangible Cultural Heritage of Humanity.

5.9 A few weeks ago, our Permanent Delegation organized at UNESCO a week-long series of events on linguistic and cultural diversity, craft and calligraphy. It is indisputable that all of these flourish best within frameworks of tolerance and pluralism, where faith, languages, expression and ethnicity come together. We believe that UNESCO is a platform that has a crucial role to play in this process. This was the dream of the father of our nation, Mahatma Gandhi, whose birth anniversary has been chosen by the United Nations as the International

Day of Non-Violence, which happens to fall tomorrow, on 2 October. May we all try to live up to his vision.

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

Madame la Présidente, c'est ma huitième intervention consécutive devant le Conseil, et sans doute la dernière. La Slovaquie terminera bientôt son mandat. J'aimerais donc remercier tous ceux qui nous ont aidés : les membres du Groupe électoral II, nos partenaires de tous horizons, le Secrétariat. À propos de ce dernier, ma délégation réaffirme que l'UNESCO possède un personnel qualifié et dévoué. C'est sa richesse la plus précieuse, qui doit être protégée.

6.2 Pendant quatre ans, le Conseil a été présidé par des femmes. On se souviendra de l'étonnante efficacité féminine, tantôt discrète, tantôt directe, qui a marqué cette période. On vous souhaite, Madame Cummins, de bien achever votre mission. Restez s'il-vous-plaît attachée à l'UNESCO, et pas seulement sous la forme d'un portrait accroché dans le couloir.

6.3 J'ai toujours cherché à éviter la répétition dans cette salle. J'ai un jour compris qu'on pouvait bien raconter tout ce qu'on voulait, on répèterait toujours les mots de quelqu'un. Blaise Pascal a dit, je le cite : « Toutes les bonnes maximes sont dans le monde ; on ne manque qu'à les appliquer ». Notre ami Blaise, qui repose depuis trois siècles et demi dans l'église Saint-Étienne-du-Mont à Paris, mériterait d'être nommé Ambassadeur de bonne volonté de l'UNESCO, *honoris causa*, à titre très posthume. Madame la Directrice générale désapprouve je pense, mais pourquoi pas ? Les ambassadeurs qui reposent sont souvent plus utiles que les ambassadeurs qui travaillent. Pour nous qui travaillons toujours, j'ai une autre maxime de Blaise Pascal qui atteste de son sens de l'humour : « *Tout le malheur des hommes vient d'une seule chose, qui est de ne savoir pas demeurer en repos dans une chambre* ». Pourquoi dis-je cela ? Il y a quatre ans, je pensais que nos discussions seraient un peu plus drôles. Hélas, le Conseil reste trop sérieux. Si l'on sourit davantage, je pense que l'on travaillera mieux. Mais il est temps de passer à la substance.

6.4 Madame la Présidente, la Slovaquie tient absolument à l'universalité de l'UNESCO. L'universalité, selon nous, c'est la capacité d'agir ensemble à l'échelle du globe. C'est une catégorie politique, pas arithmétique. Si l'UNESCO ne maintient pas son action globale, elle va sombrer. En février 2010, la Directrice générale a déclaré : « *Nous avons un besoin impérieux d'être soudés (...) pour répondre aux immenses défis du monde actuel* ». Aujourd'hui, est-ce que nous sommes soudés ? Ou est-ce que nous sommes plus soudés qu'en 2010 ? Je crains que non, malgré plusieurs exemples positifs de coopération cités hier par la Directrice générale.

6.5 L'UNESCO n'échappera pas au système onusien, de même que notre Terre n'échappera pas au système solaire. Son quartier général est à Paris, mais sa base génétique est à New York. Lorsque nous avons reçu ici M. Ban Ki-moon, ma délégation a dit : « *Les succès de l'UNESCO sont les succès de l'ONU. Les échecs de l'UNESCO sont les échecs de l'ONU* ». Cela est vrai, mais j'ajouterai ceci : l'UNESCO ne peut être ni plus riche, ni plus saine que l'ONU. Cependant, il n'y a aucune raison d'accepter que l'UNESCO soit plus malade ou plus pauvre que le reste de l'ONU. Les organisations internationales, à notre avis, ne sont pas éternelles. Leur espace vital

s'annonce même plus darwinien que jamais – elles sont chères, égocentriques et déjà trop nombreuses. Seules les plus aptes subsisteront.

6.6 Dans ce contexte, il est nécessaire de cultiver une « UNESCO pour tous ». C'est une formule simpliste certes, mais qui reflète assez bien ce qu'on cherche à obtenir. Tous doivent trouver leur raison de monter à bord – les gouvernements, les ONG, les bienfaiteurs, les bénévoles, les esprits ouverts. Et même les profiteurs, s'ils acceptent de jouer le jeu. Au lieu de distinguer les États selon leur PIB, au lieu d'inventer des néologismes stupides comme « priorités basses », l'UNESCO devrait dire à tout le monde : embarquez, c'est votre bateau ; venez avec vos soucis, vos priorités, vos attentes.

6.7 Madame la Présidente, l'automne s'annonce dur pour les représentants qui ne sont pas passionnés par le budget. On se sent si fainéant parmi les abeilles qui, à l'approche d'un hiver glacial, ramassent à la hâte tout ce qu'elles trouvent. Mais on a tellement envie de répéter avec René Maheu : « *L'essentiel de la mission de l'UNESCO (...) n'est pas d'ordre technique ; il est éthique* ». L'UNESCO doit surtout conserver sa mission éthique. Autrement, le miel extrabudgétaire risque d'être amer.

6.8 Je terminerai par trois points. La Slovaquie a toujours soutenu les positions communes de l'Union européenne. Vous ne serez donc pas surpris que ma délégation se rallie aujourd'hui à la déclaration faite hier par le Danemark. Je tiens à ajouter que les positions de l'Union sont toujours fiables. Quand on affiche l'unanimité, vous pouvez en être sûrs. S'il n'y a pas d'unanimité, on ne prétend pas le contraire. Le pire à l'UNESCO, c'est quand on vous assure que « tout le monde est derrière vous » et que, lorsque vous vous retournez, il n'y a personne.

6.9 La Slovaquie a essayé à plusieurs reprises de sensibiliser l'UNESCO à l'éducation des Roms, sans grand succès. Les Roms constituent la plus importante minorité d'Europe, à la fois la plus vulnérable et la plus résistante à l'insertion. Nous avons le sentiment qu'on sous-estime ce dossier. Pour terminer, nous réitérons notre condamnation de la violence liée aux motifs religieux. Toute brutalité mérite réprobation, mais la violence qui s'abrite derrière la foi est particulièrement ignoble. Elle doit être blâmée par l'UNESCO avec la même détermination que les attaques contre les journalistes. Je vous remercie.

7.1 **Mme Trimbach** (France) *in extenso* :

Madame la Présidente du Conseil exécutif, Madame la Présidente de la Conférence générale, Madame la Directrice générale, Mesdames et Messieurs les ambassadeurs, Mesdames et Messieurs, après un certain nombre de distingués représentants permanents, je suis heureuse, Madame la Directrice générale, de vous dire que la France est à vos côtés et soutient les efforts que vous avez entrepris en vue de mener des réformes indispensables dans un contexte budgétaire difficile.

7.2 L'année 2013 a été une année délicate à bien des égards pour l'UNESCO mais l'expérience a montré que, sous votre responsabilité, l'Organisation a pleinement assumé ses engagements. Dans le contexte actuel, il est indispensable que l'UNESCO se recentre sur le cœur de son mandat, sans abandonner ce qui fait sa spécificité et sa richesse. Le Conseil exécutif extraordinaire du 4 juillet dernier a permis de définir des priorités, dans le but de

renforcer l'efficacité de l'UNESCO et d'apporter une plus grande visibilité à son action. Le plan de dépenses élaboré à partir de ce document répond aux objectifs que nous soutenons et l'expression de notre satisfaction va au Secrétariat, qui a fait un travail remarquable dans un délai extrêmement bref. Ce plan de restructuration concernera l'ensemble de l'Organisation, et nous comptons sur vous pour concilier au mieux, le moment venu, l'intérêt supérieur de l'Organisation avec les exigences impératives de dialogue et de solidarité avec le personnel.

7.3 Vous me permettez de citer certaines priorités, et parmi elles la protection du patrimoine, qui témoigne à la fois de la diversité culturelle et de notre souci commun de conjuguer préservation et développement. La France, comme vous le savez, est très impliquée dans la défense et la promotion des patrimoines culturels, naturels et immatériels. Elle poursuit un travail méthodique de coopération et de soutien à ces patrimoines, en particulier à destination de l'Afrique. Ainsi la France va-t-elle réunir, sous l'égide de son Ministère de la culture, le 8 octobre prochain à Paris, des experts du monde entier, dont certains de l'UNESCO, pour un séminaire sur les patrimoines en danger où sera évoqué l'état des lieux en Afrique. Seront étudiées les situations au Mali, au Cameroun, aux Comores, dans la République démocratique du Congo. Bien évidemment, les plans d'action en faveur du Mali, l'état de la sauvegarde des manuscrits de Tombouctou et du Tombeau des Askia seront présentés dans leur brûlante actualité. La France salue également le plan d'action que vous avez préparé et entendez mettre en œuvre pour la protection du patrimoine syrien. Le patrimoine doit être préservé de toute agression ou pillage, quels qu'en soient les auteurs. Il ne saurait devenir une cible des combats.

7.4 Ce début de XXI^e siècle est marqué par la révision des Objectifs du Millénaire pour le développement et la définition des objectifs de développement durable. Ce calendrier coïncide avec l'échéance fixée en 2000 à Dakar pour l'Éducation pour tous. La France, depuis les premiers groupes de travail, milite pour un « agenda unique et universel ». La formule semble s'imposer. Le droit à l'éducation devra naturellement y trouver sa place, dans toutes ses déclinaisons.

7.5 Nous sommes également à vos côtés, Madame la Directrice générale, pour promouvoir le lien consubstantiel qui existe entre culture et développement. Un lien vertueux, dont il ne faut pas négliger les retombées économiques qui profiteront à nos populations, et en particulier aux femmes. La France salue les initiatives que vous avez prises pour faire valoir l'intérêt qu'il y a à intégrer la culture dans les politiques de développement. Dans cet esprit, il convient de mieux prendre en compte les enjeux du numérique dans la promotion et la protection de la diversité des expressions culturelles. La France se félicite du travail qui sera engagé d'ici la fin de l'année sur cette question. Il ne faut pas négliger en effet le rôle que peuvent jouer les industries culturelles en faveur du développement.

7.6 L'UNESCO est riche de sa diversité ; vous connaissez l'attachement de mon pays au multilinguisme car il est un témoignage de cette diversité. À cet égard, je me félicite de la décision de permettre à l'audit interne d'examiner l'utilisation équitable des langues de travail de l'UNESCO.

7.7 En conclusion, je voudrais rappeler que les activités de l'UNESCO, qu'il s'agisse de sciences ou

d'éducation, ou qu'il s'agisse de culture, de communication et d'information, ont un objectif commun : la recherche de la paix, la promotion des droits de l'homme et des libertés fondamentales. La France soutient tout particulièrement vos efforts, Madame la Directrice générale, pour la liberté d'expression, en premier lieu celle des journalistes. Permettez-moi enfin une métaphore empruntée à la marine. Vous avez su garder le cap dans la tempête, il faut à présent vous souhaiter de continuer à tenir fermement la barre au profit de l'UNESCO et de ses membres. Je vous remercie.

8.1 **Ms Radovic** (Montenegro) *in extenso*:

Madam Chair of the Executive Board, Madam Chair of the General Conference, Madam Director-General, distinguished delegates, Montenegro aligns itself with the statement made by the distinguished delegate of Denmark on behalf of the European Union. Our delegation would also like to express sympathy with the governments and peoples of Kenya and Nigeria for the tragic loss of lives in the recent attacks.

8.2 Madam Chairperson, I wish to congratulate and thank you for the skilful manner in which you have conducted the work of the Executive Board over the past two years, in which UNESCO has experienced unprecedented financial crisis. My delegation also commends and highly appreciates the work of the Director-General and her team's tireless and versatile efforts to manage the Organization and ensure the relevance of UNESCO in difficult times. In the same way, the work of the Ad Hoc Preparatory Group is commended for its meticulous scrutiny of critical issues in advance, which considerably contributes to the quality of discussions and the work of the Board.

8.3 The decisions adopted by this Board at its last special session confirmed the ability of this Organization and the willingness of Member States to set priorities according to the available resources in a time of great challenges marked by the financial crisis and the need for internal reform, and their determination to maintain the values upon which UNESCO is based. It is up to us now to make these efforts valuable, to build sustainable outcomes and to do everything we can to ensure supremacy in education, science, culture, media and freedom of expression. We value the documents submitted, which reflect the work that has been carried out over the past month to produce a Medium-Term Strategy (37 C/4) and Draft Programme and Budget (37 C/5) focused on clear priorities and tangible results, aware that tough decisions must be taken.

8.4 These decisions are inevitable in reaching for a better future. As a representative of a country involved in the negotiation process on the path required for European Union membership, Montenegro is witnessing the challenges involved in the demanding process of reform and harmonization based on strong commitment, patience and determination. We believe that UNESCO too has the required stamina to emerge from the current situation reinforced, more efficient and more visible. For Montenegro, UNESCO remains a major partner in shaping and implementing activities in its versatile fields of competence and we are pleased that this year, for the fifth time, UNESCO has sponsored the "Kotor Art" international festival, which brings together important regional and international players.

8.5 In view of the protection of cultural heritage, which remains a primary concern and one of our key priorities,

we commend activities devoted to Syria along the lines of the presented action plan. We congratulate the Director-General for the efforts that have been made within this framework, including those pertaining to UNESCO's involvement in Mali. Furthermore, in view of the expected improvements concerning the development of the World Heritage Centre, and being fully committed to the implementation of the World Heritage Convention, we express our hope that forthcoming dialogue with advisory bodies and Member States will give optimal results, in line with the important role of the Centre in the protection of cultural heritage.

8.6 Montenegro believes it is of utmost importance that UNESCO continues to strengthen its role in the field of education. We attach significance to the Organization's leadership position in the Education First initiative, as well as its current and future Secretariat, and we believe in the importance of future engagements by champion countries mobilizing support for the initiative and ensuring its visibility. Furthermore, as one of the 37 C/4 objectives is to shape the global educational agenda and the post-2015 agenda, it is important that education is recognized as supporting sustainable development, by playing a central role in promoting global citizenship, which should empower learners to be creative and responsible. In this way, one of the expected results of the post-2015 agenda is strengthened education that has been linked to different development sectors.

8.7 Africa and gender equality are very important to Montenegro. We look forward to discussions on the implementation of these two UNESCO global priorities, having high expectations of the Priority Gender Equality Action Plan for 2014-2021 and the Revised Operational Strategy on Africa.

8.8 Bearing in mind our commitment to fostering peace and reconciliation through heritage and cultural expressions, creating and maintaining a platform for intercultural cooperation and dialogue in order to protect and preserve cultural heritage in all its forms, we welcome the efforts aimed at reaching consensus on the draft decisions on the Middle East. We encourage continuous efforts to enable a joint technical mission for the Old City of Jerusalem and its Walls, hoping that the nature of this mission will become acceptable for all interested parties.

8.9 Dear colleagues and friends, challenges will always be ahead of us and UNESCO must be prepared to face these challenges through existing means, dialogue and consensus, determined to reach its noble goals. We are convinced that now is the time to look ahead and renew our reform agenda in the interests of focusing and strengthening UNESCO's vision of peace, development and the promotion of human rights through competence. Thank you.

9.1 **Sr. Lautaro Pozo (Ecuador) *in extenso*:**

Señora Presidenta del Consejo Ejecutivo, señora Presidenta de la Conferencia General, señora Directora General, distinguidos delegados: en la presente reunión del Consejo continuaremos el complejo y serio proceso de definición de importantes aspectos relativos al futuro de nuestra Organización, en el que el Ecuador ha reafirmado la necesidad de preservar sus bases constitutivas, su misión, funciones, prioridades, objetivos y, por supuesto, sus cinco grandes programas. Reiteramos la necesidad de fortalecer su

carácter intergubernamental, tomando en cuenta que el proceso presenta grandes oportunidades, pero al mismo tiempo mucho riesgo. Esperamos que los debates que mantendremos nos permitan arribar a consensos que sirvan para seguir avanzando.

9.2 Señora Presidenta: estimamos de la mayor importancia y actualidad el proceso iniciado el año pasado para mejorar la aplicación de la Convención de 1970. El Comité Subsidiario, del que nos honra ser miembros, ha dado los primeros pasos, y confiamos que se vayan materializando las iniciativas constructivas que se van presentando. Es preciso recordar que esta Convención ha estado inactiva durante muchos años. En cuarenta años sólo se han celebrado dos reuniones de los Estados Partes. No existe una estructura importante en la Secretaría para su aplicación, como la hay para otras convenciones de índole cultural. El tema ha sido soslayado o tratado superficialmente en la agenda de la UNESCO. Todo ello en un tema que constituye un mal mayor para muchos países, entre ellos el mío. El expolio de bienes culturales y su ilegítimo comercio y tráfico deben ser enfrentados con determinación, al menos con la misma que se aplica a otros delitos internacionales. La historia, cultura e identidad de los pueblos deben ser preservadas porque constituyen un patrimonio intangible e inalienable. Las estrictas normas internas de muchos países para proteger su heredad cultural, que se aplican con toda severidad cuando se pretende comerciar con sus bienes, deberían extenderse al plano internacional sobre la base de la cooperación, la buena fe y el respeto entre países. Debo en este punto, señora Presidenta, expresar el agradecimiento y reconocimiento de mi país a la República Árabe de Egipto por la entrega, el día de ayer, de tres piezas arqueológicas de la cultura Valdivia requisadas hace unas semanas en el aeropuerto de El Cairo. Esta es una muestra fehaciente de lo valiosa que es la cooperación internacional en la lucha contra el delito del tráfico ilícito de bienes culturales.

9.3 Señora Presidenta: el Ecuador expresa su decidido apoyo al mantenimiento y fortalecimiento del Sector de Ciencias Sociales y Humanas, y en particular del programa intergubernamental 'Gestión de las Transformaciones Sociales' (MOST). No ve, sin embargo, que la propuesta de creación de un Centro para las transformaciones sociales y el diálogo intercultural vaya en esa dirección. La información y los datos que se nos proporcionaron cuando se había iniciado la anterior reunión del Consejo y el documento facilitado para esta reunión ni son suficientes ni justifican la creación de dicho centro. No comprendemos la lógica de amalgamar en una sola institución los complejos procesos de transformación social, vinculados a los fenómenos que se producen dentro de los países, con el diálogo intercultural, siempre necesario y que requiere de nuevos y renovados impulsos, pero que tiene que ver con el área cultural y se refiere a la comunicación, el diálogo, la comprensión y la cooperación entre las diferentes culturas del mundo. La concentración de recursos y funciones en el Centro propuesto vaciaría de contenido el Sector de Ciencias Sociales y Humanas y se erosionaría el carácter prioritario del Programa MOST. Si de transversalizar la gestión se trata, nos veríamos en la necesidad de crear un centro para cada sector de la Organización.

9.4 Mi país reitera la importancia del Programa de Educación para Todos. Este programa, debatido y definido por los Estados, requiere nuevos impulsos y decisiones estratégicas que se apliquen a partir de 2015. Es fundamental que en la agenda internacional de educación de la UNESCO se reflejen de mejor manera las propuestas y criterios regionales. En materia de información y comunicación, mi país ve con mucha preocupación la interceptación de las comunicaciones internacionales, que constituye una violación de la soberanía de las naciones, del principio de no intervención en los asuntos internos de los Estados establecido en la Carta de las Naciones Unidas y en tratados y convenios internacionales, y una vulneración del derecho humano fundamental a la privacidad.

9.5 Mi país renueva su compromiso con los valores fundamentales de la Organización y subraya la necesidad de que sus acciones y gestiones respondan de manera estricta a las prioridades fijadas por sus órganos rectores. Se asocia igualmente en todos sus términos a la intervención que en nombre del Grupo de América Latina y el Caribe hará la Vicepresidenta del Consejo por el Grupo III. Gracias, señora Presidenta.

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

Madam Chair of the Executive Board, Madam President of the General Conference, Madam Director-General, distinguished delegates, at this session of the Board, we will continue to carry out the complex and serious process of defining the key aspects of our Organization's future. Ecuador has reconfirmed the need to preserve UNESCO's constitutional basis, its mission, functions, priorities, objectives, and, of course, its five major programmes. We reiterate the need to enhance its intergovernmental nature and are aware that the process offers both major opportunities and many risks. We hope that discussions will allow us to reach the agreements needed to move forward.

(9.2) Madam Chair, the process initiated last year to improve the implementation of the 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property is of the highest importance and relevance. The Subsidiary Committee, of which we are proud members, has taken its first steps and we trust that the constructive proposals submitted will come to fruition. This Convention has remained inactive for many – too many – years. In 40 years, only two Meetings of the States Parties have been held. No significant structure exists within the Secretariat for its implementation, unlike other cultural conventions. The subject has been given short shrift on the UNESCO agenda, even though it is a serious problem for many countries, mine included. The plundering of cultural goods and the illicit trade and traffic in them must be challenged with conviction; at least the same as that applied to other international crimes. The history, culture and identity of a community constitute an intangible and inalienable heritage which must be preserved. The strict cultural heritage laws rigorously enforced in many countries to protect property of commercial value should be applied at the international level on the basis of cooperation, good faith and respect between countries. Madam Chair, allow me to express my country's gratitude and appreciation to the Arab Republic of Egypt for the

return yesterday of three Valdivian cultural artefacts seized a few weeks ago at Cairo airport. This is irrefutable proof of how valuable international cooperation is in the fight against trafficking in cultural property.

(9.3) Madam Chair, Ecuador firmly supports the preservation and enhancement of the Social and Human Sciences Sector, and in particular the intergovernmental Management of Social Transformations (MOST) Programme. However the proposal to create a centre for social transformations and intercultural dialogue is incongruous. The information and data provided at the start of the previous session of the Board, and the document provided at this session, are insufficient and do not justify the creation of the centre. We do not understand the rationale behind combining in a single institution the study of the complex processes of social transformation, which are linked to phenomena within countries, and intercultural dialogue, which is an on-going imperative requiring new and renewed momentum and is related to culture, communication, dialogue, understanding and cooperation between the world's cultures. Concentrating resources and activities in the proposed centre would strip the Social and Human Sciences Sector of substance and detract from the strategic nature of the MOST Programme. If cross-cutting management practices are sought, we will need to create a centre for each of the Organization's sectors.

(9.4) Ecuador reasserts the importance of the education for all programme. Negotiated and defined by States, this programme requires new impetus and the application of strategic decisions from 2015. Regional initiatives and criteria must be better reflected on UNESCO's international education agenda. In terms of information and communication, my country is deeply worried by the interception of international communications, a violation of national sovereignty, of the principle of non-intervention in the internal affairs of States provided for in the United Nations Charter and in international treaties and conventions, and an infringement of our basic human right to privacy.

(9.5) Ecuador reaffirms its commitment to the fundamental values of the Organization and highlights the need for its activities and management to comply rigorously with the priorities established by its governing bodies. We also support in full the statement which the Vice-Chair of the Board for Group III will make on behalf of the Latin America and Caribbean group (GRULAC).

10.1 **M. Mahamoud** (Djibouti) *in extenso* :

Madame la Présidente du Conseil exécutif, Madame la Directrice générale, Mesdames et Messieurs les membres du Conseil exécutif, permettez-moi, Madame la Présidente, de vous féliciter au nom de ma délégation pour la manière avec laquelle vous dirigez nos délibérations, qui rappelle, à bien des égards, celle de l'actuel Président de l'Assemblée générale des Nations Unies, M. John Ashe, qui vient, tout comme vous ou comme moi, d'un petit pays du grand Sud. Ceci démontre, si besoin en était, que nous regorgeons également dans le Sud d'hommes et de femmes de grande valeur.

10.2 Madame la Présidente, cette 192^e session de notre Conseil exécutif porte une lourde responsabilité, car

elle devra proposer à la Conférence générale le directeur général pour les prochaines années, c'est-à-dire jusqu'en 2017. Et j'insiste car ce dernier ou cette dernière devra mener les discussions de l'agenda post-2015. Le grand homme du Sud, le Mahatma Gandhi, avait dit : « L'avenir dépend de ce que vous faites aujourd'hui ». C'est aujourd'hui que nous devons décider quel avenir nous voulons construire pour nos enfants. C'est aujourd'hui que nous devons préparer le devenir de l'UNESCO, notre maison commune qui fêtera en 2015 ses 70 ans.

10.3 Il est essentiel à ce stade d'avoir un regard rétrospectif et de voir si nous avons été à la hauteur des ambitions des membres fondateurs de l'UNESCO, si les politiques actuellement menées sont les meilleures pour la majorité des États membres, mais également pour notre Organisation qui est unique en son genre, car elle a la conscience universelle et le patrimoine universel à sa charge.

10.4 En ce qui concerne le Sud, nous avons arrêté notre choix sur la personne de l'Ambassadeur Rachad Farah que vous connaissez tous au sein du Conseil ainsi que dans vos capitales. Nous, c'est bien entendu tous les pays réunis au sein d'organisations intergouvernementales et régionales qui, à l'unanimité, ont apporté leur soutien à ce fils du Sud, en Asie, en Afrique, dans les pays arabes et en Amérique latine. L'Union africaine, la Ligue des États arabes, l'Organisation de la coopération islamique, le partenariat ASA ont, au plus haut niveau, donné une légitimité forte à la candidature de ce citoyen universel, et je vous donnerai les principales raisons de cet élan d'enthousiasme suscité par la candidature de l'Ambassadeur Rachad Farah.

10.5 Premièrement, cela tient à sa personnalité et à ses choix de vie, ainsi qu'à ses compétences reconnues par toute la communauté diplomatique. Dès l'indépendance de la République de Djibouti, alors jeune et haut fonctionnaire fraîchement diplômé du prestigieux Institut international d'administration publique à Paris, il fut un des grands artisans de notre nouvelle politique extérieure. Il y avait tant à faire à l'époque, toute une diplomatie à construire. En Asie, en poste pendant plus de quinze ans, il se distingua par ses qualités de facilitateur et de médiateur. Tout au long de sa carrière diplomatique, l'Ambassadeur Rachad Farah œuvra pour le rapprochement entre les États arabes, africains et ceux de l'Asie. Après son arrivée en 2004 à Paris, il joua un rôle tout aussi fédérateur. Originaire d'une région carrefour de l'Afrique et du monde arabe, né à Djibouti, bercé dans ce pays de tolérance qu'est l'Éthiopie, formé dès son plus jeune âge dans une école de jésuites à Djibouti puis à Paris, il a su cultiver toutes les valeurs cardinales prônées par l'UNESCO : tolérance et humanisme, jusqu'à choisir sa moitié dans l'Extrême-Orient. Pourvu d'une très grande capacité d'écoute et d'initiative en faveur de la paix et du développement durable, l'Ambassadeur Rachad Farah a contribué activement à la création, avec le concours de l'UNESCO, du premier *think tank* en Afrique de l'Est, qui aura son siège à Djibouti.

10.6 Par ailleurs, à travers cette candidature unique, les États africains et arabes, et plus généralement les pays du Sud, ont exprimé leur volonté d'accéder à la tête d'une institution internationale comme l'UNESCO pour mieux relever les défis majeurs auxquels ils doivent faire face et faire valoir et partager leurs positions, leurs idéaux, leurs innovations, les solutions à leurs problèmes. Qui

connaît mieux les problèmes de l'éducation, de la culture et de la science dans nos pays que quelqu'un qui les a vécus ? Le continent africain, par exemple, n'aura plus aucun représentant à la tête d'une organisation multilatérale à caractère universel. Depuis les indépendances, les États africains ont réussi à construire un immense réseau de collaboration et de dialogue international avec l'Europe, avec la Chine, avec le Japon, avec la Turquie, avec le Brésil, avec le monde arabe et avec bien d'autres pays encore. C'est sur cette dynamique de dialogue et de coopération que le Nord et le Sud peuvent s'engager sur la voie de la civilisation de l'universel, centrée autour des principes fondamentaux de l'UNESCO.

10.7 Grâce à sa position géostratégique exceptionnelle, pays carrefour entre l'Afrique, le monde arabe et l'Asie, la République de Djibouti veut être le précurseur de ces alliances entre le Nord et le Sud pour, entre autres, lutter contre toutes les formes d'extrémisme, combattre l'ignorance et l'analphabétisme, développer la culture de la paix, sauvegarder le patrimoine mondial. La récente tragédie survenue au Kenya nous rappelle que nous, Djiboutiens, vivons dans une des régions du continent africain les plus instables. Nous restons déterminés à œuvrer de concert avec nos partenaires, à lutter contre les fléaux qui, dans le monde globalisé d'aujourd'hui, peuvent très rapidement peser sur la tranquillité des pays du Nord : le terrorisme et la piraterie. J'en finis, Mesdames et Messieurs, et je vous appelle à soutenir la candidature de Djibouti. Je vous remercie.

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

Muchas gracias. Señora Directora General, señora Presidenta del Consejo Ejecutivo, distinguidos miembros del Consejo Ejecutivo, señora y señores: al ser la primera vez que hago uso de la palabra ante el Consejo Ejecutivo, deseo felicitar a su Presidenta, la señora Alissandra Cummins, por la estupenda conducción de los trabajos de este órgano rector y deseable toda clase de éxitos para que sus esfuerzos lleguen a buen puerto.

11.2 Mi delegación se suma a la condena expresada por quienes me precedieron en el uso de la palabra por los atentados incalificables contra la población civil en Nairobi y reitera su solidaridad con el Gobierno y el pueblo kenianos. También ofrecemos nuestras más sentidas condolencias a las víctimas del terrible terremoto ocurrido hace unos días en el Pakistán. México manifiesta asimismo preocupación por la amenaza que pesa sobre la integridad de los sitios del patrimonio afectados por conflictos armados, como ocurrió hace poco en Malí y ocurre ahora en Siria. México se encuentra firmemente comprometido con los altos fines de la UNESCO y con la necesidad de revitalizar su capacidad de acción para que pueda afrontar los grandes desafíos de la humanidad en sus ámbitos de competencia con miras a la consolidación de la paz, la erradicación de la pobreza, el desarrollo sostenible y el diálogo intercultural.

11.3 La Directora General ha propuesto concentrar y enfocar el Programa, modernizar procesos y actualizar la cultura laboral de la Organización. Sin embargo, estas medidas no parecen ser suficientes ante la situación de crisis financiera. Las circunstancias actuales de impago de las contribuciones han afectado seriamente la ejecución de las actividades de la Organización, como

revelan los informes sobre la ejecución del Programa y la situación financiera. Asimismo, ha sido difícil mantener un equilibrio sano entre las obligaciones estatutarias y las actividades operativas de la UNESCO. En el pasado la Organización experimentó dificultades financieras que superó con dedicación, fortaleza y espíritu de sacrificio. Hoy sus Estados Miembros deben refrendar su voluntad política de que la Organización mantenga su relevancia y su liderazgo en las Naciones Unidas y pueda cumplir plenamente el mandato con el que fue creada.

11.4 Señora Presidenta: el Presidente de México, Enrique Peña Nieto, ha establecido cinco grandes ejes de acción para su plan de gobierno que guardan una estrecha relación con el mandato original de la UNESCO. Se busca ante todo contribuir a un mundo en paz, en el que las mejores causas de la humanidad progresen, las desigualdades se reduzcan y la pobreza extrema desaparezca, en el que todos gocen de una educación de calidad y en el que el crecimiento económico permita recuperar condiciones de prosperidad global. Mi Gobierno ha fortalecido la comunicación con la UNESCO, y se han multiplicado los intercambios para apoyar los esfuerzos nacionales de implementación de la reforma educativa que el Gobierno ha emprendido para garantizar una educación de calidad en beneficio de todos los mexicanos. En el terreno cultural, el Gobierno ha refrendado su interés por continuar fomentando el reconocimiento, la protección y la preservación del patrimonio cultural. Damos especial importancia al fortalecimiento de la Convención de 1970, encontrando para ello mecanismos jurídicos innovadores que ayuden a combatir el tráfico ilícito de bienes culturales. México es un país multiétnico y pluricultural, orgulloso de contar con 68 pueblos indígenas. Por ello otorgamos gran importancia a la Conferencia Mundial de los Pueblos Indígenas que se celebrará en 2014 y cuya reunión preparatoria organizaremos en México.

11.5 Señora Presidenta: el Consejo Ejecutivo debe adoptar decisiones claras sobre el futuro de la Organización, en particular sobre la reforma de su estructura orgánica y de personal y su estrategia y objetivos prioritarios. Para México, la UNESCO debe fortalecer sus cinco sectores del Programa, promover la educación de calidad para todos, contribuir a salvaguardar el patrimonio mundial, velar eficazmente por el aprovechamiento sostenible del agua y fomentar el libre acceso a las tecnologías de la información en beneficio de la educación. Muchas gracias.

(11.1) **Mr Muñoz Ledo** (Mexico) *in extenso*
(translation from the Spanish):

Thank you very much. Madam Director-General, Madam Chair of the Executive Board, distinguished Members of the Executive Board, ladies and gentlemen, as I am taking the floor for the first time at the Executive Board, I should like to take this opportunity to congratulate our Chair, Ms Alexandra Cummins, for her excellent leadership in steering the work of this governing body and I wish her every success for her efforts to come to fruition.

(11.2) My delegation wishes to add its voice to the condemnation expressed by previous speakers of the unspeakable terrorist attack against the civilian population in Nairobi and reiterate its solidarity with the Government and people of Kenya. We also offer

our most sincere condolences to the victims of the terrible earthquake that occurred a few days ago in Pakistan. Mexico would also like to express its concern over the threats to heritage sites in areas affected by armed conflict, such as occurred recently in Mali and is occurring currently in the Syrian Arab Republic. Mexico is firmly committed to the lofty goals of UNESCO and the necessity to revitalize its capacity for action in order to face the major challenges facing humanity in its fields of competence with a view to the consolidation of peace, eradication of poverty, sustainable development and intercultural dialogue.

(11.3) The Director-General has proposed ensuring Programme focus and concentration, modernizing processes and updating the work culture of the Organization. However, these measures do not seem to be sufficient in view of the financial crisis. The current circumstances of non-payment of contributions have severely affected the implementation of the Organization's activities, as revealed in the reports on programme execution and the financial situation. It has also been difficult to maintain a healthy balance between the statutory obligations and the operational action of UNESCO. In the past, the Organization encountered financial difficulties that it overcame with dedication, strength and a spirit of sacrifice. Today, the Member States must demonstrate their political will for the Organization to maintain its relevance and leadership in the United Nations system and meet in full the missions for which it was created.

(11.4) Madam Chair, the President of Mexico, Enrique Peña Nieto, has established five main lines of action for his government plan, which are closely linked with the original mission of UNESCO. The aim is above all to contribute to a peaceful world in which the best causes of humanity progress, inequalities are reduced and extreme poverty is eradicated, in which everyone benefits from quality education and in which economic growth would enable a return to global prosperity. My government has strengthened its communication with UNESCO and increased exchanges to support national efforts to implement the educational reform that the government has undertaken to ensure quality education for all Mexicans. In the cultural field, the government has reiterated interest in continuing to promote the recognition, protection and preservation of the cultural heritage. We attach particular importance to strengthening the 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, by identifying innovative legal mechanisms that help to combat trafficking in cultural property. Mexico is a multi-ethnic and multicultural society that is proud to have 68 indigenous peoples, which is why we attach great importance to the World Conference on Indigenous Peoples to be held in 2014 and whose preparatory meeting we will organize in Mexico.

(11.5) Madam Chair, the Executive Board must adopt clear decisions on the future of the Organization, particularly on the reform of its organizational and staff structure and its strategy and priority objectives. For Mexico, UNESCO must strengthen its five programme sectors, promote quality education for all, contribute to safeguarding world heritage, ensure sustainable use of water and

promote free access to information technology for education. Thank you very much.

١٢,١ السيدة الطروني (تونس) النص الكامل:

السيدة رئيسة المجلس التنفيذي، السيدة رئيسة المؤتمر العام، السيدة المديرية العامة لليونسكو، حضرات السيدات والسادة، أود في مستهل هذه الكلمة أن أعبر، باسم وفد بلدي، عن عميق تقديرنا للسيدة اليساندرا كومنز، رئيسة المجلس التنفيذي لما وفقت إليه من قدرة عالية على حسن إدارة مداوات مجلسنا المقرر. ويطيب لي أن أعبر للسيدة إيرينا بوكوفا، المديرية العامة للمنظمة، عن خالص الشكر والتقدير لما برهنت عليه من حكمة في قيادة المنظمة في هذه الفترة الدقيقة التي يعيشها المجتمع الدولي، لتكون اليونسكو وفيّة لرسالتها السامية التي تجعل منها مرجعاً ومنازة في عالم يهتز بفعل الأزمت المتلاحقة، وتطلع الشعوب إلى تحقيق الكرامة والعدالة.

١٢,٢ السيدة الرئيسية، حضرات الزملاء، نجتمع اليوم في دورة لمجلسنا تتميز بكونها تمهد للمؤتمر العام للمنظمة في دورته السابعة والثلاثين، مما يقتضي منا اتخاذ جملة من القرارات الهامة بشأن الخيارات والتوجهات والبرمجة للمرحلة القادمة، ترمي جميعها إلى تأمين ديمومة الارتقاء بأداء منظماتنا، بما يستجيب لتطلعات دولنا، وذلك من خلال ما سنعرضه على المؤتمر العام من برامج ومشاريع ومخططات تنتزل في إضفاء مزيد من النجاعة على عمل المنظمة وضمان ريادتها بين سائر الوكالات الأممية في مجالات اختصاصها.

١٢,٣ وإن تونس، إذ تثمن الجهود المبذولة من قبل العاملين في اليونسكو وعلى رأسهم المديرية العامة، السيدة إيرينا بوكوفا، التي ما انفكت منذ توليها إدارة المنظمة تدخل إصلاحات وتعمل على إعادة ترتيب الهيكلية وتنظيم العمل في ضوء ما يستجد من معطيات وما يطرح من تحديات على المنظمة، فإنها تأمل أن يتواصل هذا العمل الإصلاحي في ظل سيرورة تشاركية يعززها تعاون وطيء ومثمر بين المنظمة والدول الأعضاء. وإن إيماننا بنبل رسالة اليونسكو المتمثلة أساساً في إشاعة مبادئ وقيم إنسانية لا بد أن تنعم بها الحياة البشرية لتنمو وترتقي يدعونا إلى مزيد السعي إلى تكريس دور اليونسكو في نشر ثقافة السلام والتسامح والتفاهم وحقوق الإنسان والديمقراطية وغيرها من المبادئ المدرجة في الميثاق التأسيسي للمنظمة، لا سيما في هذا الظرف الدقيق الذي يمر به المجتمع الدولي، وفي ظل ما يتخبط فيه من اهتزاز فكري وثقافي واجتماعي طال عددا لا يستهان به من الدول والشعوب.

١٢,٤. وإن تونس، التي تعيش اليوم مرحلة تأسيسية على الأصعدة الاجتماعية والسياسية والاتصالية، تُثمن مساندة اليونسكو لثورتها من خلال إنشاء مكتب برامج وتنفيذ جملة من الأنشطة التوعوية والتكوينية الهامة في مجال حرية التعبير وتكريس حقوق الإنسان والانتقال الديمقراطي. وتأمل بلادنا في مواصلة دعم اليونسكو للمسار الوطني نحو تكريس حرية الرأي وحرية التعبير في التشريعات والممارسات وفي أداء دورها الريادي لتحقيق انخراط

الشباب في المسار الديمقراطي. كما نعول على مرافقة المنظمة وتأييدها للمنتدى الوطني للتربية للجميع بما يبسر تحقيق هدف الجودة في التربية والتعليم في ضوء أهداف دكار الستة وما انطوت عليه مبادرة الأمين العام للأمم المتحدة «التعليم أولاً» والأهداف الإنمائية للألفية وخاصة منها تلك المتصلة بالمجال التربوي. وإننا نسجل في هذه المناسبة ما أبدته المديرية العامة من اهتمام ببرامج «التعليم للجميع» وما أعلنت عنه ضمن تقريرها أمس بخصوص رفع شعار «تعليم جامع جيد للجميع مدى الحياة» في إطار الإعداد لما بعد سنة ٢٠١٥، وهو شعار يختزل مختلف مقومات الفعل التربوي بمنظوره الشامل والمستدام ويدعو إلى إحداث إطار منظومي تتناغم ضمنه كل هذه الأبعاد. واعتباراً لدور اليونسكو الفاعل في تكريس بيئة معلوماتية واتصالية متطورة من خلال التوجهات الواردة بمشروع الاستراتيجية المتوسطة الأجل، ومضامين البرامج الكبرى المحددة لسنتي ٢٠١٤-٢٠١٥، فإننا نرحب بمشاركة اليونسكو في المؤتمر الدولي حول «تكنولوجيا المعلومات والاتصالات للجميع

(ICT4ALL)» الذي سينعقد في أواخر شهر تشرين الثاني/نوفمبر من هذه السنة بتونس. كما ننوه بأهمية الفريق التحضيري الخاص (Ad Hoc Preparatory Group) لما يقوم به من جليل الخدمات والإعداد واجتماعات مجلسنا المقرر.

١٢,٥ حضرات السيدات والسادة، لا يسعنا في هذا المقام إلا أن نجدد توجيه النداء إلى أعضاء المجلس التنفيذي المقرر، للعمل على تعزيز التوجه نحو المحافظة على المعالم والتراث والمؤسسات التربوية في فلسطين، ومساندة الشعب الفلسطيني في ما يطمح إليه من حياة كريمة ينعم فيها أبناءه بحقوقهم في التعليم والثقافة والحياة الديمقراطية الحرة والآمنة. وختاماً أود أن أؤكد مجدداً انخراط تونس الكامل في توجهات المنظمة والتزامها بمبادئها السامية ورسالتها النبيلة، وحرصها الموصول على تنمية التعاون الفكري في ضوء ما تنجزه المنظمة من برامج رامية إلى تحقيق التعايش السلمي والتفاهم البشري.

(12.1) Ms Tarahouni (Tunisia) in extenso
(translation from the Arabic):

Madam Chair of the Executive Board, Madam President of the General Conference, Madam Director-General of UNESCO, ladies and gentlemen, I would like to begin by expressing my delegation's sincere gratitude to Ms Alissandra Cummins, the Chair of the Executive Board, for her excellent work to ensure the smooth running of the work of our esteemed Board. It is also my pleasure to extend my warmest thanks and appreciation to Ms Irina Bokova, the Director-General of the Organization, for her excellent judgment in leading the Organization during this delicate period for the international community, to ensure that UNESCO remains loyal to its principal mission which establishes it as a point of reference and a beacon of light in a world being shaken by successive crises, helping people achieve dignity and justice.

(12.2) Madam Chair, colleagues, this session of the Board is especially significant because it is laying the groundwork for the 37th session of the General Conference, which means that we have a number of important decisions to make on options, orientations and programming for the upcoming period, all of which aim to ensure that the Organization continues to improve its performance and thus meet the expectations of our States through the programmes, projects and plans that we will submit to the General Conference, which are designed to make the Organization's work more effective and enable it to maintain its leadership among other United Nations agencies in its fields of competence.

(12.3) Tunisia values the hard work of all UNESCO staff, under the leadership of its Director-General, Ms Irina Bokova, who, since she took the helm, has been tirelessly endeavouring to reform and restructure the Organization and organize its work to adapt to emerging information and challenges that UNESCO has had to face. Tunisia hopes that this reform will continue in the form of a participatory process reinforced by close, fruitful cooperation between the Organization and Member States. Our belief in UNESCO's noble mission - in essence, to promote humanitarian principles and values that cannot but help humanity to grow and progress - calls us to work harder to reinforce UNESCO's role to promote a culture of peace, tolerance, mutual understanding, human rights, democracy and other principles enshrined in the Organization's Constitution,

particularly given the delicate situation in which the international community currently finds itself and the intellectual, cultural and social upheaval that has rocked the foundations of a considerable number of States and peoples.

(12.4) Tunisia, which is going through a constructive phase in terms of society, politics and communications, values the support that UNESCO has lent to its revolution by establishing a programme office in the country and carrying out several important awareness-raising and capacity-building activities in the field of freedom of expression and to reaffirm human rights and support the democratic transition. Our country hopes that UNESCO will continue to support our country in reaching the point where freedom of opinion and expression is enshrined in legislation and exercised in practice and use its leadership to get young people involved in the democratic process. We rely on the Organization's assistance and guidance for the National Education for All (EFA) Forum which aims to work towards achieving quality in education and training in line with the six Dakar goals, the United Nations Secretary-General's Education First initiative and the Millennium Development Goals, particularly those related to education. On this occasion we would like to thank the Director-General for her attention to the education for all programme and for the announcement she made in her report yesterday regarding the use of the slogan "inclusive quality lifelong education and learning for all" in the preparations for the post-2015 period. This slogan encapsulates the many components of education from a comprehensive and sustainable perspective and calls for the creation of a systematic framework in which all of these components work in harmony. In view of UNESCO's active role in driving progress in information and communication based on the themes set out in the Draft Medium-Term Strategy, and including the major programmes planned for 2014-2015, we are delighted to be collaborating with UNESCO on the international forum on Information and Communication Technology for All (ICT4ALL) to be held this November in Tunis. We would also like to acknowledge the importance of the Ad Hoc Preparatory Group in view of its commendable work in preparation of our Board meetings.

(12.5) Ladies and gentlemen, in this regard, we cannot but reiterate our call on the Members of the distinguished Executive Board to endeavour to step up efforts to preserve historic sites, heritage and educational institutions in Palestine and help the Palestinian people to live a dignified life in which their children can enjoy the right to education, culture and a free, safe, democratic life. In conclusion, I would like to say once more that Tunisia is fully committed to the Organization's strategies, overarching principles and noble mission and appreciates its steely resolve to promote intellectual cooperation, as demonstrated by the Organization's successful programmes aimed at achieving peaceful coexistence and mutual human understanding.

13.1 **Mr Killion** (United States of America) *in extenso*:
Director-General Bokova, fellow permanent representatives and delegates, ladies and gentlemen, this is the ninth time that I have addressed a UNESCO Executive Board on behalf of President Barack Obama

and the United States of America. It is also the final time that I will address you. Often in these statements I have recalled the principles espoused at UNESCO's founding. The reason for this repeated return to UNESCO's basic principles is simple: UNESCO is a 21st-century Organization that is tackling problems in innovative ways, but it does so authoritatively and effectively only when it holds firm to the enduring principles which underpinned its creation nearly 70 years ago. These principles, including access to education, intercultural dialogue, conflict prevention, scientific exploration, press freedom and safety for journalists, and protecting the world's natural and cultural heritage, are global principles and ones that are very important to the United States.

13.2 The United States supports important UNESCO programmes, including the Intergovernmental Oceanographic Commission (IOC), the International Coalition of Cities against Racism, Education for Holocaust remembrance, and World Heritage, to name just a vital few. Earlier this month, the US Coalition of Cities against Racism and Discrimination was launched by the United States Conference of Mayors in partnership with UNESCO and the U.S. Department of State. More than 60 American cities from Washington DC to Los Angeles have now joined the global UNESCO network of cities working together to combat racism, discrimination, xenophobia, and exclusion. We will continue to support the growth of this important initiative. With extremely limited resources, UNESCO continues to be the only United Nations body that promotes Holocaust remembrance and education. This programme consistently produces results that stretch well beyond its budget, working to prevent genocide and mass atrocities around the world by transmitting the hard lessons learned from the Holocaust. This is an area of UNESCO leadership and it deserves our strong support.

13.3 Ladies and gentlemen, UNESCO's founders were visionary in creating an Organization that specifically incorporated representation from both civil society and a wide array of subject-matter experts through its National Commissions and non-governmental organization partnerships. They recognized that nation-states would no longer be the sole voices of the international community, and that top-down governance had its limits. This trend has only become more developed since UNESCO's creation. And the evolution of the Internet has only accelerated the variety of actors who can and should participate substantively in the debates that shape our communal present and future. In this domain, UNESCO has long championed the multi-stakeholder approach to Internet governance that supports freedom and inclusiveness, and that strengthens civil society. As we respond to the incredibly fast-paced changes in the online environment, it is vital that this body should take no action, however unintentional, that would slow down the pace of innovation, hamper global economic development, or undermine free expression and social entrepreneurship.

13.4 As you are aware, turning to another subject, President Obama and his national security team, especially Secretary Kerry, are deeply committed to reaching a final status agreement that would put an end to the conflict between Israelis and Palestinians. The two sides have now come back to the table, with the goal being two States for two peoples, living side by side in peace and security. In light of the resumption of direct talks, the two sides are deeply engaged and have agreed to focus on the core issues at the heart of their conflict,

and to avoid unilateral steps that are counterproductive to peace. Politicizing the agenda at UNESCO, particularly through one-sided, non-consensus-based resolutions, will undermine this process. At this moment in history, it should be evident to the international community, including UNESCO's Executive Board, that we should strive to create a positive climate conducive to negotiations between the parties. As Secretary Kerry has said, leaders from around the world understand that they have a stake in the success of this agenda. We all have a role to play, which is why global leaders have continued to contribute to this effort, to advise, to make commitments of support, and to push and advocate and encourage the parties every step of the way.

13.5 Ladies and gentlemen, I would be remiss if I did not note the United States' deep appreciation for the leadership of UNESCO Director-General Irina Bokova. The Director-General has shown her mettle during a period of intense challenges for UNESCO. Director-General Bokova's continued leadership of UNESCO will ensure that the Organization retains the balance of innovation to tackle new challenges while also holding firm to the basic and universal principles on which it was founded. Thank you very much.

14.1 **Mr Nuh (Indonesia) in extenso:**

Thank you Madam Chair and congratulations on your skilled chairing of the Executive Board. Madam President of the General Conference, Madam Director-General and the Secretariat especially all the Assistant Director-Generals, distinguished members of the Board, the Ad Hoc Preparatory Group, Excellencies, ladies and gentlemen, let us thank God the Almighty for His blessing to all of us today and allow me to begin by commending the Director-General and the Secretariat for their hard work in preparing the draft 37 C/4 and 37 C/5, as well as for their execution of 36 C/5. Despite the financial challenges and difficulties, Madam Irina Bokova and her team deserve credit for their determined efforts, particularly in generating extra funds, and for their initiatives on reforms aimed at ensuring the survival of UNESCO. Indonesia has contributed to the Emergency Multi-Donor Fund and agreed to the proposed programmes through the Funds-in-Trust agreement signed by the Government of Indonesia and UNESCO. We need to always remind ourselves that extrabudgetary funds are intended to complement, and not in any way to compete with or replace, the regular, sustainable and predictable budget. The balance between programmes and budget should be managed creatively and wisely.

14.2 Indonesia appreciates UNESCO's hard work in engaging the post-2015 agenda. In this vein, UNESCO is accurate in its consideration of the potential of youth in education.

14.3 With regard to education, we welcome activities to continue the implementation of teacher policies. Indonesia underlines the need to continue strengthening the International Task Force on Teachers for Education for All, particularly its Secretariat, coordination and programme. We should also pay more attention to the quality of informal education in the family and vocational education, inclusive education that should be pursued to avoid discrimination. While the United Nations Secretary-General's initiatives on Education First have put UNESCO at the forefront of the sustainable development agenda, it

remains equally important to ensure that education for all (EFA) is given a last big push to meet its goals by 2015.

14.4 Regarding sciences, Indonesia supports UNESCO's efforts to harness issue-oriented approaches and consequently leave behind fragmented individual programmes. Related sustainable development themes such as oceans, fresh water, renewable energy, biosphere reserves and geoparks are among those newly initiated or for further advancement.

14.5 Indonesia considers the issues of social inclusion and intercultural dialogue to be high priorities for maintaining peace and stability. In this regard, we support strongly the Centre for Social Transformations and Intercultural Dialogue as a model for an impact-oriented, interdisciplinary and synergized approach at UNESCO.

14.6 On culture, UNESCO's role and success in tangible and intangible heritages shall be followed by the role of culture as an enabler and driver of all development. Culture should be seen as a source of norms, values and ethics that construct a civilized society. In support of culture, Indonesia is hosting a World Culture Forum in November, organized with the patronage of UNESCO around "The Power of Culture as a Catalyst in Sustainable Development".

14.7 Media, information and communication should become one tool to make the diverse members of the world one peaceful family, and we support the global media forum as part of celebrations for World Press Freedom Day. We strongly support the Memory of The World Programme.

14.8 Ladies and gentlemen, our efforts to seek peace hopefully will reduce and contribute to a better situation in countries that are now experiencing political conflict, violence and natural disaster. Indonesia would like to convey our deep condolences to all the victims. That is why Indonesia appreciates the presence of Madam Bokova in the United Nations to strengthen efforts for peace and prosperity.

14.9 In conclusion, the challenges faced by UNESCO are indeed a golden opportunity to reform and to shape not only high expectations but great expectations of change. We shall spare no effort in providing support and cooperation to transform UNESCO into a new stronger Organization that multiplies our contribution to building a peaceful and sustainable world. Let us learn to know, to become more intelligent; to do, to become stronger; to be, to have dignity and wisdom; and to live together, to establish peace and prosperity. Let us use not only our brains and bodies but also our hearts. Together we can survive, and by sharing and caring we can accomplish our lofty goals. Let us protect the honour of UNESCO by saying "unity and diversity". God bless us. I thank you for your attention.

١٥،١ السيد النعيمي (الإمارات العربية المتحدة) النص الكامل:
السيدة رئيسة المجلس التنفيذي، السيدة رئيسة المؤتمر العام، السيدة المديرية العامة لليونسكو، أصحاب السعادة، السيدات والسادة الكرام، السلام عليكم ورحمة الله وبركاته، بداية هذه ليست دورة عادية، إننا أولاً في لحظة إصغاء إلى تجديد إيمان الدول الأعضاء بهذه المؤسسة دوراً ورسالة ومشروع رقي وارتقاء بالجماعات والمجتمعات نحو الوثام والسلام. وقد أصغيتنا بعمق إلى أفكار ورؤى المديرية العامة، السيدة إيرينا بوكوفا، حول مسارات هذه المنظمة

15.6 وختاماً، أودّ أن أعرب عن الإيمان العميق لدولة الإمارات العربية المتحدة بدور اليونسكو ونبل رسالتها، مع أخذ جسامته المهمات الملقاة على عاتقها في الاعتبار. إذ تبقى هذه المنظمة، وبهمة أصحاب الإرادات الطيبة والرؤى المستنيرة، بيت الثقافات ومنازة الفكر في وجه الظلاميات، ومختبراً لصناعة المعرفة، وريادة المستقبل. وعلى هذا الأساس نبني تفاعلنا بهذه الدورة الحافلة بالنقاشات. وختاماً أكرر شكري وتقديري للمديرة العامة، والشكر موصول لرئيسة المجلس التنفيذي على هذه الإدارة الناجحة وشكراً.

15.1) **Mr Alneaimi** (United Arab Emirates)
in extenso (translation from the Arabic):
Madam Chair of the Executive Board, Madam President of the General Conference, Madam Director-General of UNESCO, Excellencies, ladies and gentlemen, *as-salāmu 'alaikum wa-rahimatu llāhi wa-barakātuh* (peace and the mercy and blessings of God be upon you). First and foremost, this is no ordinary session; our attention is focused on renewing the belief of Member States in this Organization's role, mission and noble objective: to help communities and societies advance towards peace and harmony. I listened closely to the thoughts and opinions of the Director-General, Ms Irina Bokova, on the paths this Organization is to follow and the future that will lie before it once the priorities have been set. We have a roadmap ready to guide us towards our goals and we take this opportunity to acknowledge her role and hard work.

15.2 وترتدي هذه الدورة ثانياً مواصفات الأهمية الاستراتيجية خصوصاً لأنها تتعدّد عشية المؤتمر العام الذي سوف يعكف على بلورة ملاح صيرورة استراتيجية اليونسكو يكون فيها مدعواً للربط بين التطورات في العالم وبرامج المنظمة وأولوياتها في الميدان. وقد شهدنا حراك الشباب في كل القارات وتمثل المنتظرين الذين يراهنون على فرص العمل والأمل. ولا بد لليونسكو أن تلتقيهم في هذا الرهان، وتشد من أزهم، وتساعدهم من خلال تحفيز ديناميات التربية والتنمية على تجاوز تناقضاتهم وإثراء تفاعلهم مع التنوع والتعددية وحرية التعبير وحقوق الإنسان.

15.2) The second notable feature of this session is its strategic importance, especially since this meeting is taking place in the run-up to the General Conference, which will be devoted to defining the main themes of UNESCO's Medium-Term Strategy, including a call to ensure that the Organization's programmes and priorities on the ground keep in step with global developments. In every continent, we have seen uprisings of young people and unrest among those who are waiting for and staking their hopes on job opportunities. UNESCO must ensure that they do not wait and hope in vain, encouraging and helping them by pushing for progress in education and development, and assisting them to overcome differences and interact in a spirit of diversity, pluralism, freedom of expression and human rights.

15.3 سيدتي الرئيسة، ترى دولة الإمارات العربية المتحدة أن التحدي الأبرز في ورشة الإصلاح وإعادة التركيز على الأهداف الكبرى لليونسكو، يكمن في تحديد العلاقة بين الثوابت والمتغيرات، وهل هي علاقة انشطار أم انصهار، كما في لغة الفيزيائيين. وإننا نعرف أن سرعة التحولات هي السمة التي تطبع هذا العصر. ولكننا لا نستطيع التضحية بالأساسيات. ولا بد من الموازنة الدقيقة بين معادلتين، هما حصانة الثابت وحصانة المتغير. فهما معاً يؤسسان لمنهجية عمل تمكن المنظمة الدولية من الاضطلاع بدورها على أكمل وجه في عالم تسوده التحديات وتتراكم فيه المشكلات وتتفاقم فيه الأزمات الاقتصادية والبيئية والاجتماعية والعقائدية. وهذا يعني تغييراً في دورات العمل، ومناسبة للارتقاء إلى مدارات النجاعة والتأثير. ولا بد هنا أيضاً من التنويه بالورشة الإصلاحية التي أطلقتها المديرية العامة، والتي تركزت على التخلص من البيروقراطية وترشيد الأداء وعصر النفقات والسير قدماً بالبرامج الجديدة على الرغم من تعقيدات الأزمة المالية. ولعل السؤال لم يعد مطروحاً حول المبالغ المالية المتوافرة في صناديق المنظمة بل حول الكيفية التي سوف تنفق فيها هذه المبالغ.

15.3) Madam Chair, the United Arab Emirates considers that the greatest challenge in the process of reforming UNESCO and realigning its main objectives lies in establishing a relationship between fixed structures and changing realities, and deciding whether that involves fission or fusion, to use the language of physics. In this day and age, as we know, transformations tend to happen rapidly. However, we cannot sacrifice the fundamentals. A delicate balance must be struck between fortifying existing foundations and embracing change. These two approaches can be combined to establish the most effective working method to enable this international organization to fulfil its mandate in a world rife with challenges, where problems are mounting and economic, environmental, social and ideological crises are escalating. We must therefore adapt our working sessions to make them more effective and give them more impact. At this point we must highlight the reform process initiated by the Director-General which is focused on minimizing bureaucracy, streamlining performance, squeezing spending and pushing forward with new programmes despite the complications of the financial crisis. Now,

15.4 حضرات السيدات والسادة، لن تألو دولة الإمارات العربية المتحدة جهداً للانخراط النشط في مجمل البرامج والمهام التي تضطلع بها منظمة اليونسكو. وفي رؤيتنا ومفكرة أولوياتنا أن التربية والتعليم ركيزة التنمية بكل أبعادها الراهنة والمستقبلية. ونحن ندعم جهود المنظمة الهادفة إلى إدراج وإدماج التنمية المستدامة في صميم برامج التعليم. ورهاننا كبير على تطوير التعليم العالي والبحث العلمي، والمساعدة على ربط الجامعات والمعاهد العليا بسوق العمل. ونرى أن ثمة ضرورة استراتيجية لمواكبة وتفعيل برامج تدريب الشباب على المهارات والابتكار. ولا يفوتنا التركيز على استراتيجيات حماية التراث وإبرازه خصوصاً أفق يُمثل ذاكرة وطنية وذاكرة إنسانية عابرة للمكان والزمان. ونشدد في الوقت ذاته على الاهتمام ببرامج الطاقة البديلة والمتجددة والحفاظ على التنوع البيولوجي. وبالطبع إن بناء القدرات في قطاعات الثقافة والتربية والعلوم الطبيعية والاجتماعية لها الأولوية في نطاق رؤيتنا وخريطة أولوياتنا. وأنفا تعلق أهمية خاصة على ريادة اليونسكو في هذه المجالات الحيوية لأنها راكمت خبرات نوعية على مدى السنين والتجارب والتحديات، ونتطلع إليها لتعزيز تنوع الثقافات والهويات وزرع مهارات التواصل والتفاعل والقيم الإنسانية وتدريب الأجيال الطالعة عليها.

15.5 السيدة الرئيسة، إن حماية المقدسات ومواقع التراث الديني والثقافي في القدس القديمة، كما المؤسسات التعليمية في فلسطين والجولان السوري المحتل، تندرج في صميم مسؤولية اليونسكو واختصاصاتها. كما أن متابعة تنفيذ القرارات المتعلقة بالأراضي العربية المحتلة تقع على عاتق هذا المجلس الكريم. وكانت المديرية العامة قد توصلت إلى اتفاق لإيفاد بعثة خبراء إلى القدس لمعاينة ما يجري على الأرض من إجراءات تمس وتغير معالم الهوية التراثية العربية. ولكننا فوجئنا بالانقلاب على هذا الاتفاق، وتم أيضاً إلغاؤه قبل ساعات من سفر بعثة الخبراء، والاستمرار في إخفاء الاعتداءات السافرة والتهويد الزاحف على مواقع ذات رمزية دينية وتاريخية. ولهذا نطالب بأن تضطلع اليونسكو بمسؤوليتها لإنقاذ هذا الإرث المسيحي الإسلامي المسكوني وعدم الاستسلام أمام جبروت آلة الاحتلال.

the main question is perhaps no longer about the amount of available funds in the Organization's coffers, but rather how they should be spent.

(15.4) Ladies and gentlemen, the United Arab Emirates will spare nothing to ensure that it is actively involved in all of UNESCO's programmes and missions. One of our main visions and top priorities is to make education the focus of all present and future forms of development. We support the Organization's efforts to integrate sustainable development into the design of education curricula and we are dedicated to developing higher education and scientific research and helping universities and higher education institutes to become better linked to the jobs market. Providing support and guidance to youth training programmes based on skills and innovation is also a strategic necessity. Of course, protecting and promoting heritage is also key, particularly since human and national memory of times and places is wrapped up in this heritage. We would also like to underline our interest in alternative and renewable energy programmes and preserving biodiversity. Another top priority of our vision is capacity building in the culture, education, natural sciences and social sectors. We particularly value UNESCO's leadership in these pivotal fields because of the amount of qualitative expertise that it has amassed over the years, throughout many experiments and challenges. We therefore turn to UNESCO to help promote diversity in culture and identity, pass on its skills in the fields of communication, interaction and human values and train the upcoming generations.

(15.5) Madam Chair, the preservation of sacred monuments and religious and cultural heritage sites in Old Jerusalem and educational institutions in Palestine and the occupied Syrian Golan lies at the core of UNESCO's responsibility and expertise. Similarly, it is the responsibility of this distinguished Board to follow up on the implementation of the decisions concerning the occupied Arab territories. The Director-General did reach an agreement to send a delegation of experts to Jerusalem to observe on the ground the attempts to change the identity of Arab cultural sites. However, we were surprised by the reversal of this agreement, and by the cancellation of the delegation hours before its scheduled departure, and the continuation of the cover-up of the flagrant attacks and creeping Judaization of sites of religious and historical significance. For this reason, we ask UNESCO to fulfil its duty to rescue this ecumenical Islamic and Christian heritage and not to back down in the face of the tyranny of the occupation.

(15.6) To conclude, I would like to reaffirm that the United Arab Emirates maintains unwavering faith in UNESCO's role and noble message and recognizes the weight of the tasks that lie on its shoulders. Thanks to the dedication of enlightened people with noble intentions, this Organization continues to be a house of cultures, a beacon of thought against obscurantism, a laboratory of knowledge and a leading force for the future. That is why we feel optimistic about this session and its many debates. Finally, I would again like to express my sincerest gratitude to the Director-General and the Chair of the Executive Board for their successful work. Thank you.

16.1 **Ms Hossain** (Bangladesh) *in extenso*:

Madam Chairperson of the Executive Board, Madam Director-General, Madam President of the General Conference, Excellencies, ladies and gentlemen, it has been a pleasure and honour for me to take part in the plenary debate of UNESCO's Executive Board for the last four years as the representative of the Government of Bangladesh. Today is no exception. I am a writer and human rights activist. It has been a sobering experience indeed for me to share this platform with my colleagues around the table from diverse backgrounds with a wealth of knowledge and expertise in their respective domains. Working together, we can be proud of the progress we have made, even in an exceptionally challenging environment.

16.2 The last three years have perhaps been the most difficult time for UNESCO since its inception. It is unfortunate that UNESCO has had to go through such a dire financial situation leading to the curtailing or suspension of many of its programmes. But this has also been an opportunity for us to prove to the world outside that we can rise to the occasion when confronted with the challenge of delivering effectively with a shrunken resource base.

16.3 We appreciate the Director-General's comprehensive report on the execution of programmes during the first 18 months of the current biennium (2012-2013). In view of the severe resource constraints, the importance of continuing with the results-based management approach cannot be overemphasized. We believe that the progress made under all the Major Programmes has been possible partly due to the judicious selection of priorities. We also take note of the Director-General's decision to rationalize recruitments against vacant posts and ensure smooth relocation and re-adjustments internally within the Organization. We do, however, note with concern the overwhelming dependence on extrabudgetary resources in funding programme delivery. This underlines the need for a sustainable, predictable and un-earmarked flow of extrabudgetary resources to allow UNESCO to deliver results on its priority programme areas. We would like to recommend that the Director-General's resource mobilization efforts should continue to be guided by priorities on the ground at the national level.

16.4 In terms of priorities, our delegation would underscore the importance of maintaining UNESCO's continued engagement with formulating acceleration frameworks for education for all (EFA) and Millennium Development Goals (MDGs) in African countries and reaching out to comparable contexts in other parts of the world. There is no denying that achieving the MDGs will be critical for building a robust basis for the post-2015 development agenda. We appreciate that UNESCO is working towards contributing to post-2015 development by focusing on the niche areas of its competence. As the stage has been set for further deliberations on the post-2015 agenda over the next two years, there is an enhanced need for UNESCO's contributions and meaningful engagements in this discourse. Indeed, being a multisectoral Organization, UNESCO has the advantage of proposing innovative multidisciplinary programmes to support the efforts of its Member States to achieve internationally agreed development goals through solid multisectoral programmes.

16.5 In this context, it is particularly encouraging for us to note that the Hanzhou Declaration has made a strong case for culture as a key enabler of sustainable development. I am happy to inform you that this issue featured quite prominently in the address given by the Bangladesh Prime Minister, Sheikh Hasina, at the General Debate of the 68th United Nations General Assembly last week. She said, *“Culture is integral to the identity of every Member State of the United Nations. Therefore, we had proposed to UNESCO to include Culture as a theme of the post-2015 development agenda. I reiterate that call here today for your support.”* We believe that this unequivocal pronouncement by our Prime Minister demonstrates Bangladesh’s abiding commitment to the work of UNESCO, including at the highest political level. Thank you all for your patient attention.

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

Señora Presidenta del Consejo Ejecutivo, Señora Presidenta de la Conferencia General, Señora Directora General, Señoras y Señores, la UNESCO vive momentos difíciles. La compleja situación financiera actual de nuestra Organización, que agrava la crisis global ya existente, constituye un duro golpe al multilateralismo y pone en peligro el futuro de la UNESCO. En la actual coyuntura, el Grupo de América Latina y el Caribe (GRULAC) reitera su firme compromiso en favor del mandato de la UNESCO tal como lo define su Constitución. La compleja situación que enfrenta la Organización no debe ser una excusa para reducir sus ambiciones. El personal de la Secretaría, que constituye la riqueza de nuestra Organización, debe ser protegido. El Consejo Ejecutivo deberá pronunciarse sobre la reestructuración del personal propuesta por la Directora General tras la selección de las prioridades formulada por los Estados Miembros, esta reestructuración es necesaria y debe contribuir a una mejor orientación de los programas prioritarios, a un mejor reposicionamiento de la Organización en el sistema multilateral y a un mayor impacto sobre el terreno.

17.2 Nuestro grupo reitera la especificidad, vigencia y pertinencia de las cinco áreas de acción o grandes programas de la UNESCO (Educación, Cultura, Ciencias Exactas y Naturales, Ciencias Sociales y Humanas y Comunicación e Información) de acuerdo con la Decisión 190 EX/19. Nuestro Grupo subraya la trascendencia y las convenciones del Sector de Cultura y pide que se le asignen los recursos humanos y materiales necesarios para que puedan alcanzar sus metas. El GRULAC insiste particularmente en la Convención de 1970 sobre las Medidas que deben Adoptarse para Prohibir e Impedir la Importación, la Exportación y la Transferencia de Propiedad Ilícitas de Bienes Culturales y se felicita por la elección de su Comité Subsidiario, el cual debe ser un instrumento para luchar eficazmente contra el saqueo del patrimonio cultural de nuestros pueblos. Nuestro grupo insiste en la necesidad de que la UNESCO promueva con energía las dimensiones éticas de la sociedad de la información. El Programa Información para Todos (PIPT) debe ser fortalecido, ya que es el único programa que aborda temas de gran actualidad en la materia en favor de sociedades del saber inclusivas y democráticas. El GRULAC expresa igualmente su apoyo al Programa Internacional para el Desarrollo de la Comunicación (PIDC), que presta asistencia a los países en desarrollo para promover y apoyar medios de comunicación libres, independientes y pluralistas. El GRULAC exhorta a la

UNESCO a retomar su liderazgo en la educación, redoblando sus esfuerzos en la formulación de la agenda educativa internacional para después de 2015. Este Grupo reitera su firme compromiso con la Educación para Todos (EPT) y la consecución de los seis objetivos de Dakar para 2015 y los años venideros.

17.3 Los países de América Latina y el Caribe reafirman su firme compromiso en favor de los programas del sector de Ciencias Sociales y Humanas, incluido el Programa ‘Gestión de las Transformaciones Sociales’ (MOST), centrado en la promoción de la inclusión social a través de la investigación, el desarrollo de políticas públicas y el desarrollo sostenible. El GRULAC expresa su apoyo a la Comisión Oceanográfica Intergubernamental de la UNESCO (COI) y ve con preocupación el limitado presupuesto asignado para su funcionamiento, particularmente por la importancia que reviste la capacitación técnica en el Sistema de Alerta Temprana contra los Tsunamis para los Pequeños Estados Insulares en Desarrollo (PEID), así como el Sistema Mundial de Observación de los Océanos (GOOS). Nuestro Grupo reafirma también la importancia de las actividades del Programa sobre el Hombre y la Biosfera (MAB) y de la Red Mundial de Reservas de Biosfera. Los países de la América Latina y el Caribe consideran que la UNESCO debe reforzar sus actividades en materia de agua dulce, particularmente a través del Programa Hidrológico Internacional (PHI). Muchas gracias.

17.4 Ahora hablaré en nombre de Venezuela. Venimos a este Consejo Ejecutivo a asumir la responsabilidad histórica de contribuir a la salvación de la UNESCO. La grave situación obliga a corregir los desaciertos de fallidas reformas y a transformar sus jurásicos métodos de trabajo. Nos preparamos a aprobar un 37 C/5 casi virtual que refleja un marcado desequilibrio presupuestario en detrimento de los programas. La buena gobernanza implica romper con la preeminencia de la Secretaría sobre el Consejo Ejecutivo y la Conferencia General, y restituir la armonía con el personal bajo un espíritu de diálogo y no de imposiciones. La UNESCO, hipotecada y cada vez más expuesta a la privatización y a la pérdida de su carácter intergubernamental, padece no solo una crisis financiera sino también una crisis de identidad. En efecto, el Consejo, hoy más administrativo que ejecutivo, dedica más tiempo a debatir sobre el gasto que sobre la cultura de la paz, desviando a la Organización de su rumbo original. Vivimos en un mundo indignado, acosado por la violencia y la voracidad del modelo neoliberal, donde en lugar de declararse la guerra a la pobreza, se le declara la guerra a los pobres. Venezuela reitera su solidaridad y compromiso por una solución pacífica en Siria y valora el plan de acción de la UNESCO para velar por la protección de su patrimonio cultural que ha sido objeto de saqueo, pillaje y destrucción. Mientras el principal contribuyente mantiene su chantaje financiero contra la UNESCO y sus amenazas de guerra sobre Siria, los países de la Alianza Bolivariana para los Pueblos de Nuestra América han enviado siete toneladas de ayuda humanitaria para la población siria refugiada en el Líbano. Ratificamos el apoyo a la causa del pueblo palestino, abogando por la salvaguarda de su patrimonio excepcional, la consecución de la paz y su definitiva autodeterminación. Venezuela condena enérgicamente los actos terroristas ocurridos en Kenya y, ante los recientes desastres naturales acaecidos en México, Venezuela expresa su profundo pesar y solidaridad por las numerosas pérdidas humanas y materiales.

17.5 Señora Presidenta, la UNESCO debe aprender a atreverse, tal y como señaló el comandante Hugo Chávez, cuando visitó esta casa en 1999. Atrevámonos pues a construir una UNESCO de calle para combatir desde el terreno, y no desde cómodos escritorios, el hambre, la pobreza, la exclusión y el analfabetismo. Esta es la UNESCO que queremos. El Gobierno del Presidente Nicolás Maduro ha declarado la guerra contra la corrupción y la UNESCO no es ajena a este flagelo. Sin justificación alguna, parte de los recursos del Fondo de emergencia no fueron asignados al programa, poniendo en tela de juicio la transparencia y la misión ética de la Organización. El debilitamiento exponencial de la UNESCO es público y notorio, parte de sus competencias en materia educativa y científica hoy se negocian en las Naciones Unidas. Pero la UNESCO no está en venta, sus grandes programas deben ser instrumentos al servicio de la justicia social y no del capitalismo. Los objetivos de la Educación para Todos tienen que relanzarse con mayor fuerza y firmeza más allá de 2015, evitando su dispersión con iniciativas no concertadas como *La educación ante todo*. Fortalecer las ciencias sociales y humanas, no justifica crear nuevas estructuras. La creación de un centro para las transformaciones sociales y el diálogo intercultural debe ser el resultado de una seria evaluación de las actividades realizadas por el Sector, sin presiones ni apresuramientos. El Sector de Cultura debe ser un bastión para la promoción de la diversidad cultural, el multilingüismo y las convenciones del patrimonio material e inmaterial, así como la Convención sobre las Medidas que deben Adoptarse para Prohibir e Impedir la Importación, la Exportación y la Transferencia de Propiedad Ilícitas de Bienes Culturales. Las ciencias naturales y exactas, a través de la COI, el PHI y el MAB, han de ser el brazo de la cooperación científica internacional para la gestión de los recursos hídricos, el cuidado de los océanos, el medio ambiente y la prevención e investigación de los efectos del cambio climático. La UNESCO debe condenar sin rodeos las prácticas de espionaje violatorias del derecho a la privacidad y a la soberanía de los Estados y contribuir a la adopción de medidas que garanticen el empleo de las tecnologías de la información y la comunicación (TIC) y la seguridad cibernética de manera efectiva y confiable.

17.6 La prioridad África debe reafirmarse como un compromiso político y no como una oferta demagógica e ilusoria desvinculada de las demás regiones. Pero no todo ha sido en vano e inútil. Probados esfuerzos se han realizado, especialmente desde el Sur, para producir rectificaciones mediante el consenso. El principal reto sigue vigente: convertir a la UNESCO en la conciencia de Naciones Unidas, como expresara Jaime Torres Bodet, o en la suma de la ciencia del conocimiento, en palabras de Víctor Hugo. Apreciados colegas, ya es tiempo de pasar de una improvisada era de cambios a un cambio de era en la Organización y sustituir el oportunismo por las oportunidades. Venezuela y su revolución bolivariana, consecuente con el multilateralismo, reitera su más firme compromiso por una UNESCO del siglo XXI, fuerte, visible y renovada, cuyos ideales y acciones ancladas en la paz, la solidaridad y la justicia contribuyan a la construcción de un mundo multipolar. Muchas gracias.

(17.1) **Ms Sánchez Bello** (Bolivarian Republic of Venezuela) *in extenso*
(translation from the Spanish):

Madam Chair of the Executive Board, Madam President of the General Conference, Madam Director-General, ladies and gentlemen, UNESCO is experiencing difficult times. The current complex financial situation of the Organization, which is exacerbated by the existing global crisis, has dealt a hard blow to multilateralism and is jeopardizing the future of UNESCO. In the current situation, the Latin America and Caribbean group (GRULAC) reiterates its firm commitment to UNESCO's mission, as defined in its Constitution. The complex situation that the Organization is facing should not be an excuse to lower its ambitions. The staff of the Secretariat, which is our Organization's most precious asset, must be protected. The Executive Board must take a decision on the staff restructuring proposed by the Director-General following the selection of priorities formulated by the Member States; this restructuring is necessary and must contribute to better targeting of the priority programmes, better repositioning of the Organization in the multilateral system and a greater impact in the field.

(17.2) GRULAC reiterates the specificity, validity and relevancy of UNESCO's five areas of action or major programmes (education, culture, natural sciences, social and human sciences and communication and information) in agreement with 190 EX/Decision 19. Our group underscores the importance of the Culture Sector conventions and calls for them to be allocated the necessary human and material resources to enable them to attain their goals. GRULAC stresses in particular the importance of the 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property and welcomes the election of its Subsidiary Committee, which should be an efficient instrument to fight against the looting of the cultural heritage of our peoples. Our group stresses the need for UNESCO to vigorously promote the ethical dimensions of the information society. The Information for All Programme (IFAP) must be strengthened, as it is the only programme that addresses highly topical issues in favour of inclusive and democratic knowledge societies. GRULAC also expresses its support for the International Programme for the Development of Communication (IPDC) which provides assistance to developing countries to promote and support free, independent and pluralistic media. GRULAC urges UNESCO to regain leadership in education, redoubling its efforts in the formulation of the post-2015 international education agenda. Our Group reiterates its firm commitment to education for all (EFA) and the achievement of the six Dakar EFA goals for 2015 and the years to come.

(17.3) The countries of Latin America and the Caribbean reaffirm their strong commitment to the programmes of the Social and Human Sciences Sector, including the Management of Social Transformations Programme (MOST), focusing on the promotion of social inclusion through research, public policy development and sustainable development. GRULAC expresses its support for the UNESCO Intergovernmental Oceanographic Commission (IOC)

and notes with concern the limited budget allocated to its operations, particularly owing to the importance of technical training in the Tsunami Early Warning System for small island developing States (SIDS) as well as the Global Ocean Observing System (GOOS). Our Group also reaffirms the importance of the activities of the Programme on Man and the Biosphere (MAB) and the World Network of Biosphere Reserves (WNBR). The countries of Latin America and the Caribbean consider that UNESCO should strengthen its activities in the field of freshwater, particularly through the International Hydrological Programme (IHP). Thank you very much.

(17.4) Now I would like to speak on behalf of the Bolivarian Republic of Venezuela. We have come to this Executive Board to assume the historic responsibility of contributing to the salvation of UNESCO. The grave situation calls for the correction of mistakes of failed reforms and the transformation of outdated working methods. We are preparing to approve an almost virtual Draft Programme and Budget (37 C/5) that reflects a marked budgetary imbalance to the detriment of the programmes. Good governance implies breaking with the primacy of the Secretariat over the Executive Board and the General Conference and restoring harmony to staff relations in a spirit of dialogue and not demands. UNESCO, which is mortgaged and increasingly exposed to privatization and the loss of its intergovernmental nature, is suffering not only from a financial crisis but also from an identity crisis. The Board, which is now more administrative than executive, dedicates more time to talking about spending than about a culture of peace, diverting the Organization from its original path. We are living in an indignant world, beset by violence and the voracity of the neoliberal model, where instead of declaring war on poverty, war is declared on the poor. Venezuela reiterates its solidarity and commitment to a peaceful solution in the Syrian Arab Republic and values UNESCO's action plan to ensure the protection of its cultural heritage, which has been pillaged, looted and destroyed. While the main contributor maintains its financial blackmail against UNESCO and its threats of war against Syria, the Bolivarian Alliance for the Peoples of Our America has sent seven tonnes of humanitarian aid to Syrian refugees in Lebanon. We reaffirm our support to the cause of the Palestinian people, defending the safeguarding of its outstanding heritage, the attainment of peace and their definitive self-determination. Venezuela strongly condemns the terrorist acts that occurred in Kenya and, following the recent natural disasters in Mexico, Venezuela expresses its deepest sympathy and solidarity for the heavy human and material losses.

(17.5) Madam Chair, UNESCO must learn to be daring, as President Hugo Chávez said when he visited the Organization in 1999. Let us dare to build a grass-roots UNESCO to fight on the ground, not from comfortable desk positions, against hunger, poverty, exclusion and illiteracy. This is the UNESCO that we want. The government of President Nicolás Maduro has declared war on corruption, and UNESCO is not immune to this scourge. With no justification whatsoever, part of the Emergency Fund resources was not assigned to the programme, thus calling into question the transparency and ethical mission of the Organization. The exponential weakening of UNESCO

is common knowledge, and some of its competencies in the fields of education and science are now being negotiated in the United Nations. UNESCO is not for sale, however, and its major programmes must be instruments for social justice and not for capitalism. The education for all goals must be relaunched with greater strength and determination beyond 2015, preventing their dispersal as a result of initiatives that are not concerted, such as the Global Education First Initiative. Strengthening social and human sciences does not justify creating new structures. The creation of a centre for social transformation and intercultural dialogue must be the result of a serious evaluation of activities conducted by the Sector, without undue pressure or haste. The Culture Sector must be a bastion for the promotion of cultural diversity, multilingualism and the conventions on tangible and intangible heritage, as well as the Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property. Natural sciences, through IOC, IHP and MAB should be the arm of international scientific cooperation for the management of hydrological resources, caring for the oceans and the environment and ensuring the prevention and investigation of the effects of climate change. UNESCO must openly condemn the practices of espionage that violate the right to privacy and sovereignty of States and contribute to the adoption of measures that guarantee the use of information and communication technology (ICT) and cyber security in an effective and reliable manner.

(17.6) Priority Africa should be reaffirmed as a political commitment and not as a demagogic and illusory proposition, disconnected from the other regions. It has not all been in vain and futile though. Proven efforts have been made, especially in the South, to make corrections by consensus. The main challenge continues to be relevant: to transform UNESCO into the conscience of the United Nations, as Jaime Torres Bodet put it, or the sum of the science of knowledge, in the words of Victor Hugo. Dear colleagues, it is time to move from an improvised era of changes to a change of era in the Organization and to replace opportunism with opportunities. Venezuela and its Bolivarian revolution, consistent with multilateralism, reiterates its strongest commitment to a UNESCO of the twenty-first century that is strong, visible and renewed, whose ideals and actions, which are anchored in peace, solidarity and justice, contribute to the construction of a multipolar world. Thank you very much.

18.1 **Ms Chatardová (Czech Republic) *in extenso*:**

Madam President of the Executive Board, Madam Director-General, Madam President of the General Conference, Excellencies, dear colleagues, I feel great honour and privilege in addressing this august body for the first time as a new representative, in particular at this challenging and yet exciting time. Let me also express the gratitude of the Czech Republic for the Director-General's immediate offer of assistance after the devastating floods in our region this June. The Czech Republic supports the intervention of the distinguished representative of Denmark on behalf of the European Union and its candidate countries.

18.2 The current session of the Executive Board is without doubt a crucial one for the future of UNESCO.

Besides the complex task of preparing the forthcoming session of the General Conference, we need to formulate the Board's position on the most important documents shaping UNESCO activities for the next eight years. In adopting the future programme, we should keep in mind the main purpose of our Organization as stipulated by its Constitution: "to contribute to peace and security by promoting cooperation among the nations through education, science and culture".

18.3 The recent tragic events in Kenya and Nigeria show how incredibly vulnerable our societies are. Please allow me, Madam President, to express our deepest condolences to the people of both these countries and to the families of innocent victims.

18.4 The Czech Republic fully endorses the Director-General's reform, reshaping efforts and her management of the budgetary crisis. We highly appreciate the work carried out by the Secretariat and the Director-General to prepare the revised Draft Programme and Budget (37 C/5). The presented documents faithfully reflect the decision of the 5th Special Session of the Executive Board. We fully support the endeavour to make savings mainly in the administrative and support activities and to prevent major cuts in the implementation of UNESCO programmes.

18.5 We are convinced that despite the difficult financial situation, UNESCO has to maintain its important role within the United Nations system. UNESCO should focus its limited capacities on concrete programme actions. The international community and Member States are facing global challenges that deserve a coordinated global reaction.

(The speaker continued in French)

18.6 L'UNESCO doit conserver son rôle déterminant dans le domaine de l'éducation en soutenant les pays membres dans leurs efforts pour atteindre des buts majeurs, tels que l'alphabetisation, l'égalité des chances, l'amélioration de la qualité de l'enseignement, y compris la formation professionnelle, dans le cadre de la coopération internationale.

18.7 Nous espérons que le programme révisé ne limitera pas les activités de l'UNESCO dans les affaires culturelles à la seule transposition des conventions adoptées. L'Organisation ne doit pas renoncer à ses autres ambitions dans ce secteur, en particulier la promotion de la créativité et de l'éducation culturelle.

18.8 Nous nous félicitons de constater que le futur programme préserve le rôle normatif de l'UNESCO. La prochaine session de la Conférence générale aura à traiter de la nécessité de nouveaux instruments normatifs ou de la réforme de ceux prévalant actuellement. La République tchèque souhaite tout spécialement que nous commençons à travailler sur deux nouveaux instruments, concernant d'une part la protection et la promotion des musées et des collections et, d'autre part, la préservation et l'accessibilité du patrimoine documentaire.

18.9 La défense des principes et des valeurs démocratiques, des droits de l'homme et des libertés fondamentales doit rester au cœur de tous les engagements de l'UNESCO. L'Organisation se prévaut d'une légitimité, de moyens d'action et d'une expérience uniques pour promouvoir et protéger la liberté d'expression, la liberté de la presse, le développement

des médias et l'accès de chacun à l'information et à l'éducation, qui sont les pierres angulaires de tout développement.

18.10 Madame la Présidente, nous sommes convaincus qu'avec de la réflexion, du pragmatisme et du volontarisme dans la gestion de l'Organisation, nous serons à même de résorber les difficultés et de trouver des modes d'action proactifs et plus efficaces pour une UNESCO pleinement intégrée dans le fonctionnement du système des Nations Unies. Je vous remercie.

١٩,١ السيد مطلق (الجمهورية العربية السورية) النص الكامل:

السيدة رئيسة المجلس، السيدة رئيسة المؤتمر، السيدة المديرية العامة، السيدات والسادة، يسرنا أن ننقل إليكم تحيات معالي الدكتور هزوان الوز، وزير التربية ورئيس اللجنة الوطنية للتربية والعلوم والثقافة وعضو المجلس التنفيذي لليونسكو، وأمانيه الصادقة لأعمالنا بالتوفيق في منظمة أكثر استجابة للتحديات الراهنة والاستحقاقات القادمة في ظل الأزمة المالية التي تشهدها منذ أن اتخذت قرارها التاريخي قبول فلسطين دولة كاملة العضوية.

١٩,٢ السيدة الرئيسة، لنا الشرف بأن قامت سورية بتسديد مساهمتها لعام ٢٠١٣ في ميزانية المنظمة وصناديقها الأخرى رغم إجراءات الحظر الجائر المفروض على مؤسساتنا الوطنية، ولا سيما المالية والمصرفية منها، في ظل حرب شرسة وحصار كوني يكرس التدخل السافر في الشؤون الداخلية للدول، ويؤكد عزم بعض القوى العالمية المتعترسة على مساندة الإرهاب والتكفير الممول والمدعوم من الخارج ممثلاً بتنظيم القاعدة وجبهة النصرة، فيما تحمل هذه الدول لواء محاربتها في مناطق أخرى من العالم، وهذا أمر نضعه برسم شرفاء العالم مطالبين بإيهاهم التمتع بآثاره ونتائجها الوخيمة على جوهر التعاون الدولي ومستقبل مؤسساته الشرعية.

١٩,٣ وإذ تُنهي بلادي مهامها في هذا المجلس الكريم بعد أربع سنوات تعاونت خلالها مع اليونسكو والدول الأعضاء بالتزام وموضوعية، نرحب بالنقاشات البناءة وخلصات الدورة الخامسة الاستثنائية ونتائج عمل الفريق التحضيري الخاص (Ad Hoc Preparatory Group) ومشروع الوثيقة ٣٧ لصياغة البرمجة على أساس التنفيذ وإعادة الهيكلة حسب الميزانية، مشددين على انخراط المنظمة ودورها الطبيعي لمواجهة تحديات التنمية المستدامة لما بعد عام ٢٠١٥، آخذين بعين الاعتبار أن الإنسان هو أساس كل تنمية مستدامة مع الإشادة بهدف التعليم الجيد مدى الحياة، وأولويتي أفريقيا والمساواة بين الجنسين، ومبادرة المجلس الاستشاري العلمي للتنمية المستدامة. كما نشن الجهود التي تبذلها معالي المديرية العامة حيال حشد الطاقات الدولية لصالح حماية التراث الثقافي السوري. ونهنئ مجموعات الـ٧٧ والصين وحركة دول عدم الانحياز ودول البريكس على التقدم المحرز في بلورة مواقف جادة حول مستقبل المنظمة مقدرين مواقفهم الموضوعية من تداعيات الأزمة الطارئة في سورية والرافضة للعدوان عليها.

١٩,٤ سيدتي الرئيسة، نؤكد أهمية اعتماد اليونسكو للقرارات الخمسة المتعلقة بالأراضي العربية المحتلة في فلسطين والجولان السوري المحتل، ونطالب برصد وتوثيق التعديلات السافرة على المسجد الأقصى والتراث الثقافي لمدينة القدس القديمة وتقصى حقائق الممارسات الإسرائيلية العدوانية اليومية بحق المؤسسات الثقافية والتعليمية في الجولان السوري المحتل والأراضي العربية المحتلة، فضلاً عن تطبيق قرار لجنة التراث العالمي بخصوص مدينة القدس وما حولها.

١٩,٥ السيدات والسادة، انطلق العام الدراسي في سورية في منتصف أيلول/سبتمبر كإجراء يؤكد إرادة الحياة المتجددة ويبيّن عزم الحكومة على تنفيذ الاستراتيجيات التربوية الوطنية رغم الأزمة. والتحق بالمدارس أكثر من أربعة ملايين طالب وطالبة، وُرعت عليهم ٨٠ مليون نسخة كتاب مدرسي، ووفرت لهم ١٨ ٠٠٠ مدرسة انتشرت على كامل التراب الوطني، بينها ٦٠٠ مدرسة تم ترميمها لتتناسب شروط العملية التعليمية. ولم تشكل فداحة

الخسائر والأضرار المساوية التي لحقت بهذا القطاع الإنساني عائقاً في وجه القرار السيادي بافتتاح العام الدراسي على الرغم من المحاولات الإجرامية لتجنيد الطلاب والمراهقين، وتخريب أكثر من ٣٠٠٠ مدرسة، وتحويل ١٠٠٠ منها إلى مراكز إيواء، فضلاً عن استشهاد ٣٣٤ معلماً وطالباً ممن يعملون في القطاع الطلابي، إذ زادت الخسائر على ١٠٠ مليار ليرة سورية فقدتها مسيرة التربية في سورية بالتوازي مع القطاعات الأخرى، فضلاً عن إلحاق الضرر بالمؤسسات الجامعية واستهداف الأفراد بالاعتقال.

١٩.٦ أما التراث الثقافي السوري فقد تعرض لتهريب وسرقة وتنقيب غير شرعي في مواقعه التي تسجل في الذاكرة الإنسانية آلاف السنوات قبل الميلاد، ومن جهة أخرى لم تكن الأحقاد والاعتداءات على الصناعة التقليدية والحديثة المواكبة أقل وطأة، فككت المشاغل والمصانع، وسُرقت الآلات، ونُقلت إلى دول الجوار وسط صمتٍ دولي مذهلٍ ومخيفٍ أرخى بظلاله الأليمة على حياة العاملين ومستقبل أسرهم.

١٩.٧ السيدات والسادة، حدد سيادة الرئيس بشار الأسد خلال لقائه مع مذيعات تلفزيونيونيوز ٢٤ الإيطالي البارحة، بتاريخ ٢٠١٣/٩/٣٠ خارطة الطريق «منذ بداية الأزمة، قلنا إن النشاط السياسي أو الحل السياسي هو جزء مهم من الأزمة. ولكن عندما يكون هناك إرهاب، لا نستطيع أن نتوقع أن يؤدي الحل السياسي إلى تسوية كل المشاكل. ورغم ذلك، ينبغي أن نستمر في العمل السياسي بإجماع السوريين حول الطاولة لمناقشة النظام السياسي ومستقبل سورية. وما سُنِّق عليه سيحول إلى استفتاء للحصول على موافقة الشعب السوري. هذا ما فعلناه وهذا ما نفعله في المستقبل». ختاماً، نؤكد اعتزازنا بالتعاون مع اليونيسكو ونتطلع إلى توسيع آفاقه المستقبلية في مجالات الاختصاص، وشكراً لحسن الاستماع.

(19.1) **Mr Motlak** (Syrian Arab Republic) *in extenso* (translation from the Arabic):

Madam Chair of the Executive Board, Madam President of the General Conference, Madam Director-General, ladies and gentlemen, it is our pleasure to convey to you the greetings of His Excellency Hazwan Al-Waz, the Minister of Education, Chair of the Syrian National Commission for UNESCO and representative on the UNESCO Executive Board, and his best wishes for success in our work to equip this Organization to face its current challenges and fulfil its future duties in the light of the financial crisis that it has been experiencing since it took the historic decision to admit Palestine as a full member.

(19.2) Madam Chair, we are proud that the Syrian Arab Republic has paid its 2013 contributions to UNESCO's budget and other funds despite the current restrictions imposed on our national institutions, particularly in terms of money and finance, as a result of the brutal war and the global embargo which represents intentional and flagrant interference in the country's domestic affairs and demonstrates the determination of certain self-important global powers to aid terrorism and religious extremism funded and supported from abroad, such as al-Qaida and the an-Nusra Front, while those very same countries claim to be fighting such practices in other parts of the world. We leave it up to the rest of the international community to carefully consider the severe consequences that these actions could have on the very core of international cooperation and the future of its legitimate institutions.

(19.3) My country is approaching the end of its term on this distinguished Board after four years of dedicated and impartial cooperation with UNESCO and the Member States. We are pleased with the constructive discussions, the hard work of the fifth

extraordinary session, the results achieved by the Ad Hoc Preparatory Group and the 37 C draft document aimed at designing a programme that is geared towards implementation and restructured around the available budget. We underline the importance of the Organization's commitment and pioneering approach to tackling post-2015 sustainable development challenges, since human beings are indeed the key to all sustainable development. We welcome the target of quality lifelong learning, the priorities of Africa and gender equality and the sustainable development initiative of the Scientific Advisory Board. We value the efforts of Her Excellency the Director-General to mobilize international capacity to preserve Syrian cultural heritage. We would also like to commend the Group of 77 and China, the States of the Non-Aligned Movement and the BRICS countries for the progress they have made in defining a firm position on the future of the Organization and we appreciate their objective stance on the repercussions of the urgent crisis in Syria and for rejecting hostility towards the country.

(19.4) Madam Chair, we must underline how important it is for UNESCO to stand by its five decisions concerning the occupied Arab territories in Palestine and the occupied Syrian Golan and ask that the flagrant attacks on al-Aqşa Mosque and cultural heritage in the Old City of Jerusalem be documented and verified, so as to establish the facts about the daily acts of aggression by Israel against cultural and educational institutions in the occupied Syrian Golan and the occupied Arab territories and implement the decision of the World Heritage Committee on the Old City of Jerusalem and its Walls.

(19.5) Ladies and gentlemen, in September the new school year began in Syria, demonstrating the Government's renewed zeal and determination to implement its national educational strategies in spite of the crisis. Some 80 million school books were distributed to over 4 million male and female students who enrolled in 18,000 schools throughout the entire country, including 600 schools that were renovated to adapt to the practicalities of the education situation. The tragic losses and terrible damage suffered by this sector did not stand in the way of the sovereign decision to open schools for the start of the academic year, despite attempts by criminals to recruit children and adolescents and the destruction of over 3,000 schools. Furthermore, 1,000 schools have been converted into rescue centres, 334 teachers and students in the higher education sector have been killed, total losses in the Syrian education sector have reached 100 billion Syrian Lira, similarly to losses in other sectors, university premises have been damaged and their members have been targeted and assassinated.

(19.6) Syrian cultural heritage has been smuggled, stolen and illegally excavated in sites that hold records of human memory dating back to thousands of years B.C. The abhorrent attacks on traditional and modern industry have been no less serious; workshops and factories have been dismantled and their machinery has been stolen and taken to neighbouring countries as the world looks on in an astonished, frightened silence which threatens to have painful consequences for the future of the workers and their families.

(19.7) Ladies and gentlemen, during an interview with the Italian television broadcaster Rai News 24 yesterday, 30 September 2013, President Bashar Al-Assad set out a roadmap, saying, *“Since the beginning of the crisis, we have said that political activity and the political solution are a very important part of the crisis. But when you have terrorism, you cannot expect the political solution to solve everything. In spite of that, we have to continue the political action. This means the Syrians meeting around the table, discussing the political system and the future of Syria. Whatever they agree upon will be put to a referendum in order to have the endorsement of the Syrian people. That is what we have been doing and that is what we will continue to do.”* In conclusion, we would like to reiterate that we are proud to work with UNESCO and we look forward to broadening our future horizons in its fields of competence. Thank you for your kind attention.

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

Madam Director-General; Madam Cummins, Chair of the Executive Board; Excellencies; ladies and gentlemen; like many of our colleagues, I am also addressing this house for the first time. This is my first year here, and since the time I resumed and presented my credentials to the Director-General, I have been pleased to note that UNESCO is closing the biennium without any debt, which had been a matter of concern. We congratulate the Director-General for this and all the Members of the Secretariat for their sincere and untiring efforts.

20.2 Madam Chair, we are faced with the third phase of economic crisis and at the same time confronted with the dark forces of extremism. Non-State actors are carrying out terrorist attacks from Africa to Asia with no respect for culture, race, ideology or religion. Be it a shopping mall in Kenya, a church in Peshawar in Pakistan or mosques in various cities of Pakistan, such non-State actors are challenging the very foundations of peace. The minority should not be allowed to represent the majority or dictate terms. UNESCO is not alien to these situations. Faced with a severe financial crisis of its own, the Organization is increasingly being called upon by Member States to provide support in areas which are so crucial to building the defences of peace in the minds of men and women.

20.3 UNESCO promotes education, tolerance, acceptance of cultural diversity, preserving cultural heritage as world heritage and the joint memory of the world. It is the voice for the right to education. It shares scientific knowledge, promotes intercultural and interfaith dialogue, and defends freedom of expression. The Organization has peace at its foundation, so it cannot be left to the vagaries of cold politics or the realities of financial crisis. The Organization is too important to be allowed to slip into a dysfunctional state. There is a call for reform, a call for change by Member States, but I would say a few words of caution. We should not be whimsical to the point where the functioning of this Organization is reduced to an extent where it stops functioning altogether. There has to be some logic and prudence, some method and study behind it. We need to learn from the experience of the United Nations Development Programme, the Food and Agriculture Organization and the United Nations Conference on Trade and Development, and reduce the number of senior persons in the hierarchy. While the

prioritization exercise carried out recently by the Executive Board will lead to the restructuring of UNESCO, we have to be very careful. Staff members are the most important asset of this Organization and extreme care should be exercised to arrive at a restructuring plan that maintains the identity and expertise of UNESCO and does not dilute its mandate. Such a surgical operation should not destabilize the apple cart of geographical balance.

20.4 Ladies and gentlemen, what is the best possible solution to this situation when the Organization is operating with a 22% smaller budget? What was the solution arrived at by the collective wisdom of Member States in the 1980s when both the United Kingdom and the United States pulled out of UNESCO? We have not made any attempt to learn from the lessons learnt during that period. We firmly believe that the presence of the United States is crucial for this Organization and its functioning. The amount of experience, knowledge, engagement and commitment that it brings cannot be ignored. Therefore, we expect and hope that the Government of the United States will consider funding this Organization, especially when UNESCO is making rapid strides in the field of education, promoting intercultural and interfaith dialogue, and protecting freedom of expression and so many other ideals.

20.5 Madam Chair, UNESCO's budget for the 2012-2013 biennium was \$653 million, but the agency began the year with a deficit of \$150 million, a shortfall that crippled its capacity to deliver. Now with a reduced budget of \$507 million, we know that the Organization has only US \$59 million to carry out operational activities in the current biennium. This is too little for an organization like UNESCO to fulfil its mandate. The Organization is heavily depending on extrabudgetary resources to carry out its regular programme activities, which is ultimately affecting its policy space. We also note that raising and implementing extrabudgetary projects is causing severe problems in terms of implementation due to the reduction in regular staff. This problem will further be aggravated under the US \$507 million expenditure plan. There is a need to carry out an audit of extrabudgetary funds to ensure that these funds contribute to the aims and objectives of UNESCO.

20.6 Distinguished ladies and gentlemen, we recognize that the efforts by countries to achieve the Millennium Development Goals (MDGs) during the past decade or so have yielded unprecedented progress. Nonetheless, education remains one of the core “unfinished businesses” of the MDGs and must be prioritized in the post-2015 agenda.

20.7 I now come to the issue of girls' education. We know that girls accounted for 53% of the 61 million children of primary school age who were out of school in 2010. Almost two-thirds of the world's 775 million illiterate adults are women. Girls face far more challenges than boys in their aspiration to acquire education. The Malala Fund is working towards that cause. The new government of Prime Minister Nawaz Sharif, which took charge three months ago, faces huge challenges and we would like UNESCO to join hands and others to come forward to donate and contribute to the Malala Fund.

20.8 Before I end, ladies and gentlemen, I would like to reiterate that Pakistan supports the draft decision presented by Algeria, Egypt, Saudi Arabia, Tunisia and

Palestine on the follow up of the UNESCO reactive monitoring mission to the Old City of Jerusalem and its Walls. We regret that the whole process has been stalled by the unilateral cancellation of the joint mission by one of the parties to the Old City of Jerusalem and its Walls imposing new restrictive preconditions. We call on UNESCO to play its role in getting the decision implemented. Thank you Madam Chair.

21.1 **Mr Toga** (Ethiopia) *in extenso*:

Madam Chair, Madam President of the General Conference, Madam Director-General, Excellencies, ladies and gentlemen, it is an honour to deliver this statement on behalf of the Africa group, many of whom spoke with me about this speech before I delivered it. I have taken this responsibility, Madam President, as you announced yesterday, as our previous Vice President, H.E. Mr Rachad Farah (Djibouti), currently one of the candidates for the post of Director-General, decided to step down in order to avoid any conflict of interest and for the sake of transparency. We applaud this wise decision. While the group wishes him the best of luck, we would like to thank him and the delegation of Djibouti for the service and leadership they have provided to the group over the last two years.

21.2 Madam Chair, on behalf of the Africa group, I would like to present my heartfelt condolences to the peoples and governments of Kenya and Nigeria for the tragic events that have occurred in these two sister countries. Africa stands with you. We would also like to congratulate another sister republic, Nigeria, on its national independence day today.

21.3 Excellencies, ladies and gentlemen, in May 2000, the internationally known magazine *The Economist* described Africa as “*The hopeless continent*” on its cover, portraying a continent ravaged by war, famine and disease. In December 2011, the cover of the same magazine featured an illustration of a boy flying a coloured kite in the shape of the continent, with the title “Africa Rising”. Africa is indeed rising. 2013 is a special year for Africa. It is the African Union’s golden jubilee and the Year of Pan-Africanism and African Renaissance. The new narrative for Africa is one of economic growth, positive development prospects and greater stability in a multipolar world order. On the other hand, we are conscious of the challenges we are facing on our continent. They are still enormous. Despite the current trajectory, Africa still has high levels of poverty. Many of our Member States have made significant progress in achieving the Millennium Development Goals (MDGs) while many others will miss the MDGs by a large margin. Therefore, UNESCO’s role in the post-2015 United Nations development agenda is crucial.

21.4 Madam Chair, Madam Director-General, Africa values its relationship with UNESCO. Africa needs UNESCO today as it has in the past. The goal of providing education for all (EFA) by 2015 may not be met if the current situation does not improve in Africa. Millions of children have no access to school or drop out at an early age. Our education system, including the relevance and quality of education and curriculum, ought to be redefined. The high rate of youth unemployment is a tremendous challenge for the continent. Africans under 30 years of age constitute 70% of the continent’s population. At least 60% of Africa’s unemployed are young adults. The continent cannot afford to have educated but unemployed youth. Quality education and job creation go hand in hand.

UNESCO can and should help to transform our educational system based on the policies and strategies we have set for ourselves. Let us invest in education, in our youth and indeed in our future. The effect of the Organization’s budgetary restrictions on the Education Sector is drastic. As clearly indicated in the report of the Director-General on the implementation of document 36 C/5, there is a reduction of 57% of the activity budget for education, along with growing reliance on partners and on extrabudgetary funds. We are worried that UNESCO will lose its leadership role in its core competencies, especially in Education, which is essential for a culture of peace, poverty reduction, lasting development and intercultural dialogue.

21.5 Madam Chair, the economic growth of countries requires the acquisition of technological capabilities. In creating these capabilities, there is no doubt that sciences play a lead role. Developing science and technology in Africa is crucial for the socio-economic transformation of the continent and its integration into the world economy. The kind of programmes, investments and strategies UNESCO has allocated to bring sciences to the forefront of our education system and our research institutions is a matter for serious consideration. It is regrettable, however, that natural sciences, a key priority for Africa’s development, have been listed as a low priority for the Organization. Current programmes and new programmes in the Natural Sciences Sector will not be fulfilled if the situation persists.

21.6 Ladies and gentlemen, our continent is rich not only in natural and human resources but also in its extremely rich and varied cultural heritage. Development, both in its essential meaning and its aims, is an inclusive, multidimensional phenomenon whose various aspects cannot be understood in isolation. Economic development affects and is affected by culture. Culture is the fourth pillar of sustainable development and should be fully integrated into our social and economic policies. UNESCO must be the lead agency that works towards the acknowledgement of the cultural dimension of development.

21.7 Africa’s intangible heritage should be more prominent in UNESCO’s representative list. UNESCO’s 2003 and 2005 Conventions have not been successfully implemented in African countries. The failure to take into consideration African realities and capacities is one of the major stumbling blocks in the application of these Conventions. UNESCO must therefore intensify its efforts in capacity building, in accompanying African states implementing conventions, and in setting effective cultural policies. However, UNESCO’s statutory obligations have been detrimental to the implementation of projects in countries. This is a challenge we need to overcome.

21.8 Madam Chair, with regards to communication and information, building the capacities of media institutions and developing strong professional and responsible journalism is vital in continents like ours, where irresponsible media action, as in the case of Rwanda in 1994, can lead to a catastrophic consequence of genocide. Focusing on the fundamentals of capacity building in media institutions and the need for better integration of information and communication technologies in education are of paramount importance. However, there are insufficient staff members in the Communication and Information Sector to ensure programme delivery and a critical mass of activity.

21.9 Excellencies, the sharp budget reductions have resulted in UNESCO's failure to deliver in many expected result areas particularly at a national level in Africa. The two global priorities have been affected by programme reductions. We recognize the recent efforts to define operational strategies to implement the two global priorities of Africa and gender equality. However actions are very slow and there is a need for a coherent approach and to fully integrate our global priorities. The field offices in Africa have been reorganized, but they are inadequately resourced and not yet fully operational, and the reporting lines should be clearer.

21.10 Madam Chair, our continent has witnessed a significant reduction in conflicts. However, there are countries emerging from crises, such as Somalia, Sudan and South Sudan, Mali, the Central African Republic and the Democratic Republic of the Congo, where UNESCO can play a very important role in promoting a culture of peace and reconciliation. Situations of armed conflict, as well as periods of post-conflict reconstruction, pose special challenges for early childhood education, for the advancement of gender equality, and for literacy and intercultural dialogue. In countries such as Somalia, many young children are out of school and we have many refugees who have no access to education, training and basic literacy programmes. As emphasized by many Member States, UNESCO must intensify its work in post-conflict and post-disaster situations within its areas of competence. UNESCO should also play a central role in ensuring that research is used effectively in post-conflict and post-disaster policy development, reconstruction and capacity building. UNESCO must reinvent itself as an intellectual Organization, a laboratory of ideas in all of its areas of core competencies.

21.11 Scientists from the Intergovernmental Panel on Climate Change (IPCC) agree that no continent will be struck as severely by climate change as Africa. Moreover, the continent will be particularly vulnerable because the capacity to adapt to climate change is limited considerably by widespread poverty. At the same time, no significant contribution by Africa to global warming can be established. We are looking forward to promises being respected regarding mitigation and adaptation. We are well aware that the global environment is posing serious challenges. We can only overcome them by genuine partnership and solidarity. Today, no one, big or small, can stand alone. Our interdependence makes working together essential. Africa is ready to work with all of our friends and partners for our common destiny and our future generations.

21.12 Madam Chair, ladies and gentlemen, all the expectations and the widespread agenda I have mentioned will remain mere aspirations unless the current financial crisis, which is weakening our Organization, is overcome in a sustainable and predictable manner. It is essential that all Member States renew their commitment to the Organization, by providing the adequate resources. We have witnessed a scaling back of our ambitions and activities as a result of this financial crisis. Our staff are being threatened with job losses. We remain concerned about the insufficient human capacity of UNESCO to implement extrabudgetary activities, particularly in the field. Furthermore, UNESCO's reliance on extrabudgetary resources will not be tenable and there is a need to review the status of extrabudgetary resources within the Organization. While we are grateful to those who have

contributed to the Special Emergency Multi-Donor Fund, we must caution that UNESCO cannot depend on such initiatives to finance its core activities. That is why it is essential for the regular budget to be well resourced and for other sources of funding to be considered as a complement. It is gratifying to note that most of the contributions to the Emergency Fund have come from the south. It is even more gratifying that a number of African countries have contributed to the Emergency Fund, providing a clear indication that Africa is now not only part of the problem but part of the solution. I thank you.

21.13 Madam President, now allow me to present my statement on behalf of my country, Ethiopia. Madam President of the Executive Board, Madam President of the General Conference, Madam Director-General, Excellencies, ladies and gentlemen, the 192nd session of the Executive Board is taking place at a time when the world is still grappling with enormous challenges: the financial crisis that has continued unabated since 2008, unmet demands from the youth, human trafficking, a heart-breaking influx of refugees, waves of demonstrations triggered by dissatisfaction due to a lack of democracy and good governance, and extreme poverty, to name but a few. All of these have serious implications on what we do here at UNESCO. Given this global environment, efforts must be made to minimize the negative effects this might have on our Organization's delivery and effectiveness. UNESCO faces formidable challenges. Recently, our attention and energy have been devoted to the financial crisis. That may have been necessary but in my view, the problem is not only limited to finances: we have other challenges that need to be addressed head on.

21.14 UNESCO was established after the Second World War with one-fifth of its current membership. The political, economic and social order in 1945 was fundamentally different from the globalized world of the twenty-first century. Today, UNESCO's membership stands at 195. Interests are diverse and, as the Director-General said yesterday, expectations are very high. In light of these realities, we need to ask ourselves critical and sincere questions, and come up with answers that can address the challenges facing our Organization. Are the UNESCO Constitution, its Rules of Procedure, its working methods, its organizational and governing structure, and its vision and mission as relevant today as they were yesterday? In another words, does our Organization have the necessary capacity to deliver the required results? In all honesty, my answer is not in the affirmative. We need to carry out a radical and fundamental reform. The Organization needs to re-engineer its business process. The status quo has to be challenged and the Organization transformed.

21.15 It may be argued that the Organization is undertaking reforms. In my humble opinion, the reform lacks depth. Reformed organizations do more with less, and they aim not only at efficiency but also at effectiveness and the economical use of resources. I must emphasize that UNESCO's mission in education, the sciences, culture and communication is as relevant today as it was yesterday. My country needs UNESCO maybe much more than any other country. In order to serve the interests of its Member States, we need a reformed UNESCO, a UNESCO that is fit for its purpose and ready to meet the challenges of our time. That is why I said that the problem is not confined to finances only. Finance is just one aspect of the broader picture.

21.16 I am not trying to point my finger at anybody. This is just by way of self-criticism as a Member State, and I think I have the right to self-criticism. We have spent considerable time and energy searching for solutions to the budget deficit, which is less than the annual income of two professional soccer players. Trillions of dollars are spent on weapons that destroy human lives and cultural heritage. Is UNESCO lacking funds because of education that moulds and shapes generations, science that promotes creativity and innovation, or culture, our identity? What is lacking is political will. Political will can only come from earnest political dialogue.

21.17 We are consumed with paper work and procedures most of the time but as a matter of principle, we are expected to deliver political direction to steer the work of the Organization. We spend significant time addressing administrative and financial matters, leaving very little for the substantive issues that matter most. Our attitude to micromanaging the work of the Secretariat is unhelpful. In some statutory bodies, we spend a great deal of time on allegations made by people whose identities, motives and responsibilities are unclear. The working methods of those bodies are challenging the sovereignty, constitutional order and judicial systems of Member States. We find ourselves taking action outside our areas of competency, where we do not have the necessary expertise. UNESCO lacks focus. We have a great many organs and institutions but we do not critically evaluate their efficiency. We continue to create more institutions while those that are already established are understaffed and lack adequate resources. What is the rationale? Our field offices have been reorganized but are not yet effective and operational.

21.18 Finally, I believe that the responsibility of reforming our Organization is ours as Member States. UNESCO can only be what its members want it to be. I thank you, Madam President.

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

Madam Chairperson, Madam President of the General Conference, Madam Director-General, distinguished Members of the Executive Board, ladies and gentlemen, Madam Chair, first of all let me commend the Director-General for the quality of the documentation and its timely dispatch, which has allowed us ample time for reflection and consultations. These are the necessary ingredients for a rich and fruitful debate. Malawi associates with the statement delivered by Ethiopia on behalf of the Africa group.

22.2 Madam Chair, once again, we wish to commend UNESCO's traditional and new partners who have made it possible for UNESCO to continue to register some progress towards the expected results, especially in the execution of statutory activities. We also want to thank the Member States who have responded positively to the Director-General's appeal to honour their obligations at this time when the Organization is facing serious financial challenges. We are, nonetheless alarmed about the low implementation of some extrabudgetary activities in some sectors while other sectors have not been successful in attracting extrabudgetary resources. We hope a solution will be found sooner rather than later to address both the implementation rates and the resource imbalances. Already, the scaling down of the implementation of approved regular programme activities may be having negative effects on UNESCO's comparative advantage in its areas of expertise, especially at this time when the

Organization is called upon to lead reflections on the post-2015 agenda in its fields of competence, particularly at the national level.

22.3 Madam Chair, my delegation has taken note of the Director-General's report on the Internal Oversight Service (IOS) evaluation of the standard-setting work of the Culture Sector. We are encouraged that steady progress is being registered in the Member States' ratification of the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage, the recognition of UNESCO's leadership role in the field of cultural heritage, and the recognition by Member States of culture as a development tool. We want to commend UNESCO for putting in place an extensive worldwide capacity-building programme with a network of qualified expertise that is certainly helping to raise people's awareness of the treasure that is their culture. We therefore welcome the IOS findings and recommendations, especially considering the challenges facing our communities due to globalization, which is leading to disappearances and threats of disappearances of some of our intangible heritage values and practices. We commend the good work that the Secretariats of Conventions are doing. They are perhaps victims of their own success. However, for the sustainability of the Conventions, there is need to streamline and harmonize their working modalities. The Secretariat should also come up with a comprehensive fundraising strategy for all conventions to increase extrabudgetary contributions.

22.4 Madam Chair, on the issue of human resources, my delegation notes with pleasure that the Director-General is on course for achieving gender balance of staff well ahead of the 2015 set deadline. However, in the staff restructuring plan, caution should be taken to maintain a critical mass for proper execution of programme activities, retention of institutional memory and equitable geographical representation.

22.5 Madam Chair, while my delegation supports the envisaged implementation of the Science Programme in Africa, we also note that the priorities identified by the Africa group are ranked lowly in view of the austerity environment in which the Organization finds itself. We should nonetheless underscore the importance of the science programmes identified by Africa which include: renewable energies, capacity building, science, technology and innovation, and engineering. These are major vehicles for poverty eradication and sustainable development in Africa and should therefore not be lost.

22.6 My delegation welcomes the progress on the field reforms in Africa. We are pleased to hear that we will be in a position to conclude the restructuring of the multisectoral offices in Africa at the end of the year as planned. However, the suspended implementation of the administrative platform in the field reform requires that a mechanism is put in place to ensure that its foreseen function of facilitating the link between the five multisectoral regional offices is addressed.

22.7 Madam Chair, finally allow me to thank the Director-General for honouring her 2009 pledge to find time to visit Malawi, "the warm heart of Africa". Madam Director-General, HE Dr Joyce Banda is very pleased to note that you share with her a common vision for the betterment of women, the girl child and all other children. She looks forward to greater cooperation with UNESCO in this regard. I thank you for your attention.

23.1 **El Sr. de Barandica y Luxán** (España)

in extenso:

Señoras Presidentas de la Conferencia General y el Consejo Ejecutivo, Señora Directora General, Señoras y Señores Delegados Permanentes, España agradece a la Directora General los documentos que nos ha presentado. Una vez más reconocemos su compromiso personal con la reforma de la UNESCO y su voluntad, más allá de la necesidad de ajustar el funcionamiento de la Organización a las actuales circunstancias presupuestarias, de servirse del momento como catalizador para darle un impulso renovado. Permítame por todo ello, Sra. Directora General, reiterarle el apoyo de España a su reelección.

23.2 Quiero agradecerle haber abierto el proceso de consultas que culminó con la celebración, el pasado 4 de julio, de una reunión extraordinaria del Consejo Ejecutivo sobre las prioridades de la Organización. Es muy relevante que la atmósfera en que se llevaron a cabo las conversaciones y debates fuera positiva y seria. De manera ejemplar se logró entablar un diálogo constructivo entre los Estados Miembros y reflexionar a fondo, combinando criterios políticos con una rigurosa evaluación técnica y presupuestaria de los engranajes de la Organización, sobre cuáles deben ser en el futuro sus líneas prioritarias.

23.3 Le agradecemos también que los documentos que ahora nos presenta muestren ya el esfuerzo de la Secretaría por incorporar nuestras recomendaciones. Nos enfrentamos ahora al desafío de dar sentido a estas reformas programáticas y presupuestarias en el marco de un enfoque estratégico que permita a la Organización mirar al futuro. Los Estados Miembros debemos también sumar nuestro esfuerzo y ser capaces de revisar los métodos de trabajo de nuestros órganos de gobierno.

23.4 Señora Presidenta, Señora Directora General, En mi última intervención ante este Consejo Ejecutivo, en abril pasado, ya me extendí en detalle sobre el compromiso español con los Objetivos de Desarrollo del Milenio, la importancia del Fondo PNUD – España y el impulso a nuestra cooperación a raíz de la última Comisión mixta España-UNESCO. Ejemplo claro de la importancia que España da al multilateralismo es nuestra candidatura al Consejo de Seguridad de las Naciones Unidas para el bienio 2015-2016.

23.5 Señora Directora General, la estrecha relación que España mantiene con la Organización que usted dirige es un elemento fundamental de este compromiso. Como país que se precia de una enorme tradición histórica y cultural y de una gran diversidad biológica, España cuenta con 44 bienes inscritos en la Lista del Patrimonio Mundial y 13 en la Lista Representativa del Patrimonio Cultural Inmaterial de la Humanidad; 45 reservas en la Red Mundial de Reservas de Biosfera (RMRB), 5 en el Registro Internacional del Programa Memoria del Mundo y una ciudad miembro de la Red de Ciudades Creativas.

23.6 El Programa sobre el Hombre y Biosfera (MAB), del Sector de Ciencias Exactas y Naturales, y el conjunto de las convenciones del Sector de Cultura son parte fundamental del trabajo de esta Organización y están sin duda entre los elementos que más añaden a su relevancia y prestigio. A España le complace ver que los objetivos estratégicos que se refieren a estos ámbitos de trabajo

han resultado bien situados en nuestro ejercicio de priorización el pasado julio y que la Secretaría va a continuar abordándolos con la suficiente asignación presupuestaria. España, precisamente, ha presentado su candidatura al Consejo Internacional de Coordinación del Programa sobre el Hombre y la Biosfera.

23.7 En este ámbito, permítame, Sra. Directora General, mostrar mi confianza en que el Consejo Ejecutivo recomiende a la Conferencia General el establecimiento en Castellet i la Gornal de un Centro Internacional sobre Reservas de Biosfera Mediterráneas como nuevo Centro de categoría 2 auspiciado por la UNESCO y primero dedicado a este ámbito. El Centro contará con el respaldo de la Fundación Abertis, que le brinda su monumental sede con todas sus instalaciones, y cooperará con la División de Ciencias Ecológicas y Ciencias de la Tierra de la UNESCO. Su objetivo principal será servir como plataforma de cooperación en cuestiones ambientales y de transferencia de conocimientos avanzados entre las reservas de los países de una y otra orilla del Mediterráneo. Funcionará como centro de alto nivel para el diálogo entre las culturas, en total consonancia con las prioridades de la UNESCO.

23.8. Los océanos son otra de esas áreas que dan a la Organización relevancia y prestigio. España, que ha estado durante siglos volcada en su navegación, está orgullosa de haber regresado el pasado verano al Consejo Ejecutivo de la Comisión Oceanográfica Intergubernamental (COI). Durante la última reunión de la Asamblea de la COI se anunció la celebración en 2014 de una *International Ocean Research Conference* en Barcelona que confiamos venga a sumarse al excelente trabajo científico que desarrolla la Comisión.

23.9 La protección y promoción de los derechos humanos, en especial la libertad de expresión y comunicación, y la seguridad de los periodistas son también parte fundamental del mandato de la UNESCO. En este marco de la protección de los derechos humanos, España valora la relevancia de la labor que lleva a cabo el Comité de Convenciones y Recomendaciones (CR) de esta casa.

23.10 España suscribe la intervención del Delegado Permanente de Dinamarca en nombre de la Unión Europea. En línea con la misma, entendemos que en tan crucial momento histórico para la Organización, no hace falta subrayar que vamos a mantener nuestro decidido apoyo a la UNESCO y nuestro respaldo a los esfuerzos que, ahora a su frente, está realizando y se propone realizar usted, Sra. Directora General, en los próximos años.

23.11 Señora Presidenta, finalmente, lamento que nuestra sesión matutina de hoy haya sido ocasión de introducir una nota electoral que corresponde a la sesión privada que consagraremos mañana al asunto. Muchas gracias

(23.1) **Mr de Barandica y Luxán** (Spain) *in extenso*
(*translation from the Spanish*):

Madam President of the General Conference, Madam Chair of the Executive Board, Madam Director-General, Permanent Delegates, Spain thanks the Director-General for the documents presented. We again recognize her personal commitment to reforming UNESCO and her determination, beyond meeting the need to adapt the functioning of the

Organization to current budgetary circumstances, to use the present context as a catalyst to give it fresh impetus. For all of that, Madam Director-General, allow me to reiterate Spain's support for your reelection.

(23.2) I wish to express my gratitude to her for having launched the process of consultations that culminated on 4 July 2013 in the special session of the Executive Board on the Organization's priorities. It is notable that the discussions and debate took place in a positive and serious atmosphere. The manner in which constructive dialogue between the Member States and in-depth thinking on the priority lines to be followed in the future were conducted – combining policy criteria with a rigorous technical and budgetary evaluation of the workings of the Organization – was exemplary.

(23.3) We also appreciate that the documents presented already reflect the Secretariat's efforts to incorporate our recommendations. We now face the challenge of giving direction to the programmatic and budgetary reforms within the framework of a strategic approach that will enable the Organization to look to the future. We, the Member States, must also pool our efforts and show that we are capable of examining the working methods of our governing bodies.

(23.4) Madam Chair, Madam Director-General, I have already given a detailed account, in my last statement at the Executive Board, in April 2013, of Spain's commitment to the Millennium Development Goals (MDGs), the importance of the UNDP-Spain MDG Achievement Fund (MDG-F) and the impetus given to our cooperation by the last Spain-UNESCO Joint Committee meeting. A clear example of the importance that Spain attaches to multilateralism is our standing as a candidate for election to the United Nations Security Council for the 2015-2016 biennium.

(23.5) Madam Director-General, the close relations which Spain maintains with the Organization that you lead are key components of that commitment. As a country that takes pride in its vast historical and cultural traditions and significant biodiversity, Spain boasts 44 properties on the World Heritage List and 13 on the Representative List of the Intangible Cultural Heritage of Humanity; 45 reserves in the World Network of Biosphere Reserves (WNBR), five inscriptions on the Memory Of the World Register, and one city belonging to the Creative Cities Network.

(23.6) The Programme on Man and the Biosphere (MAB) of the Natural Sciences Sector and the various conventions of the Culture Sector are fundamental to the work of this Organization, and definitely figure among the elements contributing most to its relevance and prestige. Spain is pleased to see that the strategic objectives related to those areas of work were given a proper place in the course of our prioritization exercise last July, and that the Secretariat will continue to tackle them with sufficient budgetary allocations. In that regard, Spain is standing for election to the MAB International Coordinating Council (ICC-MAB).

(23.7) While I am on the subject, Madam Director-General, allow me to express my confidence that the Executive Board will recommend to the General Conference the establishment in Castellet i la Gornal of an international centre on Mediterranean biosphere

reserves as a new category 2 centre under the auspices of UNESCO, the first in this field. The centre will have the support of the Abertis Foundation, which will provide its monumental headquarters and all of its facilities, and will cooperate with UNESCO's Division of Ecological and Earth Sciences (SC/EES. Its primary objective will be to serve as a platform for cooperation in environmental matters and for the transfer of advanced knowledge between the reserves of countries on either side of the Mediterranean. It will operate as a high-level centre for intercultural dialogue, fully in keeping with UNESCO's priorities.

(23.8) Another area contributing to the Organization's relevance and prestige is that of the oceans. Spain, which has been sailing them for centuries, is proud to have returned last summer to the Intergovernmental Oceanographic Commission (IOC) Executive Council. It was announced, at the last session of the IOC Assembly, that the second International Ocean Research Conference would take place in Barcelona in 2014, and we trust that it will add to the IOC's excellent scientific work.

(23.9) The protection and promotion of human rights – especially freedom of expression and communication and the safety of journalists – are also integral to UNESCO's mission. Spain appreciates the relevance of the work done to protect and promote those rights by the Committee on Conventions and Recommendations (CR).

(23.10) Spain endorses the intervention by the representative of Denmark on behalf of the European Union, in line with which it goes without saying that, at such a critical time for the Organization, we are going to maintain our determined support for UNESCO and for the efforts that have been made at the head of this Organization and those that you, Madam Director-General, intend to make in the years to come.

(23.11) Lastly, Madam Chair, I regret that our morning meeting today has been taken as an opportunity to introduce an electoral message pertaining to tomorrow's private meeting on the matter. Thank you.

24.1 Г-н Амбразевич (Беларусь) полный текст:

Уважаемая Генеральный директор, уважаемая Председатель Исполнительного совета ЮНЕСКО, дамы и господа! Позвольте мне в качестве нового представителя Республики Беларусь в Исполнительном совете приветствовать всех присутствующих и пожелать плодотворной работы. Завершающееся двухлетие было сложным для ЮНЕСКО. Финансовые трудности повлекли серьезный пересмотр функционирования Организации, потребовали от Генерального директора и всех сотрудников Секретариата как в Штаб-квартире, так и на местах, значительных усилий для обеспечения выполнения программы. Благодарим персонал ЮНЕСКО за работу в этих сложных условиях. Приветствуем аналитический подход Секретариата к подготовке документа 192 EX/4, который позволяет в целом оценить уровень реализации программы. Не может не вызвать беспокойства отмеченный в докладе факт, что ограниченное финансирование наиболее негативно сказалось именно на деятельности на национальном уровне. Учет национальных интересов государств-членов и нацеленность на осуществление программ на местном уровне всегда являлись отличительными чертами деятельности ЮНЕСКО. Рассчитываем, что и

в следующем программном периоде Генеральный директор продолжит уделять особое внимание укреплению деятельности на местах, в том числе в странах со средним уровнем доходов. Чтобы минимизировать последствия кризиса, ЮНЕСКО следует активнее задействовать сеть своих партнеров: национальные комиссии, кафедры ЮНЕСКО, клубы ЮНЕСКО и ассоциированные школы ЮНЕСКО. Благодарим Генерального директора за подготовленный план доходов и расходов и план реорганизации Секретариата с учетом сокращения финансирования в 2014-2015 гг. Несмотря на очевидные трудности, мы надеемся, что ЮНЕСКО и в следующем двухлетии сможет продвигаться вперед в осуществлении обозначенных приоритетов по всем крупным программам.

24.2 Беларусь поддерживает сохранение тематики молодежи в самом центре внимания мирового сообщества. В этой связи необходимо обеспечить, чтобы стратегия ЮНЕСКО в области молодежи воплотилась в жизнь и способствовала повышению потенциала и развитию способностей молодого поколения. Качество образования и всестороннее обучение на протяжении всей жизни – это, по нашему мнению, залог конкурентоспособности и устойчивого развития национальной экономики. Профессионально-техническое образование и подготовка – важный элемент в достижении данной цели. Роль ЮНЕСКО в этих вопросах должна оставаться неизменной. Инновационный путь развития осознанно выбирают все большее число государств. В этом контексте ЮНЕСКО должна укреплять свою роль в вопросах развития фундаментальных и инженерных наук, биоэтики и биоразнообразия.

24.3 Беларусь убеждена, что с современными кризисами и вызовами способны справиться только сильные, а значит ответственные и эффективные государства. В этой связи ЮНЕСКО следует наращивать свою деятельность по содействию государствам в выполнении ими международных конвенций, в том числе в области культуры. Считаем важным предложение Генерального директора укрепить крупную программу «Культура». Участие в построении инклюзивных обществ знаний, расширение доступа к образовательным ресурсам, содействие всеобщему доступу к информации и сохранение документального наследия – это те области, которые, по нашему мнению, представляются приоритетными в рамках крупной программы «Коммуникация и информация».

24.4 С удовлетворением отмечаем прогресс в расширении участия ЮНЕСКО в деятельности ООН. Убеждены, что формирование партнерских отношений ЮНЕСКО с другими учреждениями ООН и международными организациями, участие ЮНЕСКО в совместных межучрежденческих программах, прежде всего на национальном уровне, будет способствовать повышению качества и эффективности деятельности ЮНЕСКО. Мы также поддерживаем те меры, которые уже были приняты ЮНЕСКО для включения вопросов образования и культуры в Повестку дня в области развития после 2015 г. По нашему мнению, будущие цели устойчивого развития должны учитывать все сферы компетенции нашей Организации. Полагаем, что настоящие и будущие цели развития должны реализовываться через соответствующие тематические глобальные партнерства, которые объединяют усилия государств, международных организаций, гражданского общества и частного сектора. Мы приветствуем де-

ятельность ЮНЕСКО в таких глобальных партнерствах как ЮНЭЙДС, глобальная инициатива Генерального секретаря ООН «Образование – прежде всего», и рассчитываем, что ЮНЕСКО займет более активную позицию по реализации Глобального партнерства против рабства и торговли людьми. Благодарю за внимание.

(24.1) **Mr Ambrazevich** (Belarus) *in extenso*
(translation from the Russian):

Distinguished Director-General, distinguished Chair of UNESCO's Executive Board, ladies and gentlemen, allow me in my capacity as the new representative of the Republic of Belarus on the Executive Board to greet all those present and wish you all productive work. The biennium that is drawing to a close has been difficult for UNESCO. Financial hardship led to a serious review of the Organization's functioning and required considerable efforts from the Director-General and the entire Secretariat, both at Headquarters and in the field, in order to ensure delivery of the programme. We are grateful to UNESCO's staff for its work in these difficult conditions. We welcome the Secretariat's analytical approach to the preparation of document 192 EX/4 which enables an overall assessment of the programme execution rate. The fact mentioned in the report that funding restrictions have had a more negative impact precisely on activities at the country level cannot fail to arouse concern. Taking into consideration the national interests of Member States and striving to implement the programme at the local level always have been distinctive features of UNESCO's action. We consider that in the next programme period the Director-General will continue to pay particular attention to strengthening activities in the field, including in middle-income countries. So as to minimize the effects of the crisis, UNESCO must more actively mobilize the network of its partners: National Commissions, UNESCO Chairs, UNESCO clubs and UNESCO Associated Schools. We are grateful to the Director-General for the income and expenditure plan she has prepared and the plan to reorganize the Secretariat taking into account the financial reduction in 2014-2015. Regardless of the evident difficulties, we hope that UNESCO will again in the forthcoming biennium move forwards in implementing its key priorities across all the major programmes.

(24.2) Belarus supports keeping the theme of young people at the very heart of attention of the international community. In that connection, it is necessary to ensure that UNESCO's youth strategy is materialized and helps to raise the potential and development of the young generation's capabilities. The quality of education and comprehensive lifelong learning are, in our opinion, the key to competitiveness and the sustainable development of national economies. Technical and vocational education and training is an important element in achieving the set goal. UNESCO's role regarding these matters must remain unchanged. An innovative path to development is deliberately being taken by an increasing number of States. In this context, UNESCO must reinforce its role in issues relating to the development of basic and engineering sciences, bioethics and biodiversity.

(24.3) Belarus is convinced that only stronger States, and that means responsible and effective States, can tackle contemporary crises and challenges. In that respect, UNESCO should increase its activities to support States in the implementation of international conventions, including those in the field of culture. We deem important the Director-General's proposal to strengthen Major Programme IV, Culture. Participation in the construction of inclusive knowledge societies, broadening access to education resources, promoting universal access to information and preserving the documentary heritage – these are the areas that, in our opinion, are priorities in the framework of Major Programme V, Communication and Information.

(24.4) We welcome the progress made in broadening UNESCO's participation in United Nations system activities. We are convinced that forging partnership relations between UNESCO and other United Nations agencies and international organizations, UNESCO's involvement in joint interagency programmes, above all at the country level, will help raise the quality and effectiveness of UNESCO's action. We also support those measures that have already been taken by the Organization to include the issues of education and culture in the post-2015 development agenda. We are of the view that the future goals of sustainable development should cover all UNESCO's fields of competence. We suggest that the present and future development goals must be achieved through relevant thematic global partnerships which would bring together the efforts of States, international organizations, civil society and the private sector. We welcome UNESCO's activities in such global partnerships as UNAIDS and the United Nations Secretary-General's Global Education First Initiative, and we consider that UNESCO should occupy a more active position in the implementation of the global partnership against slavery and trafficking in human beings. Thank you for your attention.

25.1 **M. Haesendonck** (Belgique) *in extenso* :

Madame la Présidente, Madame la Présidente de la Conférence générale, Madame la Directrice générale, chers collègues, pour ma première intervention devant ce Conseil, et probablement la dernière puisque notre mandat vient à échéance, je souhaiterais vous dire que je suis très heureux de me retrouver ici à l'UNESCO après une interruption de huit ans, et que je me réjouis de travailler avec vous tous, collègues des délégations et du Secrétariat au cours des prochaines années.

25.2 Madame la Présidente, la Belgique s'associe pleinement à la déclaration faite au nom de l'Union européenne, et souhaite faire quelques observations complémentaires. Tout d'abord, nous saluons le projet de budget, fruit de l'esprit constructif qui a guidé la 5^e session extraordinaire du Conseil exécutif dans les décisions difficiles qui lui ont été imposées par les circonstances que nous connaissons. Ce projet correspond largement aux priorités retenues, tout en laissant l'Organisation dans une situation précaire. Nous vous soutenons, Madame la Directrice générale, ainsi que le Secrétariat, dans la difficile mise en œuvre de ces priorités programmatiques.

25.3 Cela étant, l'UNESCO garde plus que jamais une mission de veille et d'éveil. En ce sens, la délégation de mon pays soutient sans réserve les efforts continus que

vous faites afin de peser sur l'agenda international en vue d'un meilleur partage des connaissances scientifiques sur la biodiversité et afin que la réflexion issue de Rio + 20 s'élargisse à la problématique des océans, en s'appuyant notamment sur les atouts de la Commission océanographique intergouvernementale (COI) et de son réseau irremplaçable.

25.4 À cet égard, je déplore que la COI, déjà plus fortement touchée que d'autres programmes par la présente crise budgétaire, n'ait reçu qu'une priorité moyenne dans le plan qui nous est présenté, alors qu'elle s'était vu accorder une priorité haute en juillet dernier. Et cela à un moment où, plus que jamais, chacun prend conscience du fait que les océans sont vitaux pour l'avenir de la planète. L'UNESCO dispose ici d'une valeur ajoutée irremplaçable qu'il est de notre devoir de préserver dans le cadre d'un processus post-2015 auquel l'Organisation participe fort heureusement.

25.5 Comme vous l'avez souligné à plusieurs reprises, Madame la Directrice générale, la concentration de nos activités doit constituer la pierre angulaire de la réforme de notre Organisation. Comme le relève également l'Auditeur externe, « le recentrage n'implique pas seulement une redéfinition des priorités ». Il n'y aura pas de réforme ambitieuse de l'UNESCO si nous n'avons pas le courage de suspendre certains programmes et activités moins prioritaires, pour donner aux priorités retenues tous les moyens requis en vue d'une contribution efficiente et continue de l'Organisation au bien commun universel. Cette réforme passe par l'adoption de stratégies de sortie pour plusieurs résultats escomptés, mais également par un redéploiement de notre présence sur le terrain. Cela impliquera un certain nombre de décisions difficiles mais néanmoins nécessaires et possibles dans le cadre du présent exercice biennal.

25.6 À un moment où le ratio global entre les ressources extrabudgétaires et celles du Programme ordinaire connaît une hausse soutenue, il n'a jamais été aussi nécessaire pour l'Organisation de renforcer encore la gestion de ces ressources extrabudgétaires. Le budget ordinaire constitue bien évidemment le « moteur » principal de l'Organisation, et a vocation à le rester, mais, dans les circonstances présentes, nous avons plus que jamais besoin de ces ressources extrabudgétaires si nous voulons éviter un arrêt en rase campagne. Nous devons donc trouver les voies d'une intégration encore plus étroite entre les ressources extrabudgétaires et le Programme ordinaire. Par ailleurs, nous devons veiller à une meilleure mise en œuvre de ces fonds, ainsi qu'à la qualité d'exécution et à l'impact programmatique de l'UNESCO à travers ces activités. Pour ce faire, il est indispensable d'identifier et de surmonter les obstacles concrets qui gênent encore la mise en œuvre optimale de ces fonds, et de faire en sorte que l'UNESCO puisse en mobiliser davantage.

25.7 S'agissant de la culture, la Belgique prend note de la place qui lui est accordée dans le cadre du présent projet de budget révisé, et notamment du transfert limité effectué à son profit à partir des ressources dévolues à un autre secteur. Je suis néanmoins soucieux de voir le maintien de moyens suffisants pour un fonctionnement optimal du Centre UNESCO du patrimoine mondial, ainsi que des conventions culturelles, dont le rôle ne saurait se réduire aux obligations statutaires qui en découlent, et ce sans grand dommage pour l'UNESCO et, au-delà, pour le bien commun universel. Je pense également au défi que

pose la mise en œuvre de la Convention de 2005, que la Belgique vient de ratifier.

25.8 La Belgique note avec satisfaction les propositions du Secrétariat visant à donner une suite à la Décennie des Nations Unies pour l'éducation au service du développement durable et soutient sans réserve le rôle de l'UNESCO en la matière, élément d'une implication active de l'Organisation dans la phase post-2015 de la réalisation des Objectifs du Millénaire pour le développement. À cet égard, s'il est bon que l'Organisation se penche sur les processus, elle gagnerait aussi en pertinence si les deux secteurs des sciences travaillaient de façon plus intégrée dans l'esprit de Rio + 20.

25.9 Les questions de transformation sociale et de dialogue interculturel doivent continuer à être renforcées et traitées de façon transversale. À cet égard, la note du Secrétariat ouvre des perspectives intéressantes, et nous voulons soutenir la Directrice générale dans sa volonté de mettre en œuvre beaucoup plus de transversalité dans les activités des programmes pris dans leur ensemble.

25.10 Pour clore cette intervention, je salue les efforts faits par la Directrice générale pour assurer la protection et la valorisation des biens culturels figurant à l'inventaire du patrimoine mondial, notamment dans plusieurs pays en conflit tels que la Syrie et le Mali, mais aussi dans une région du monde et une ville, Jérusalem, qui revêtent une signification universelle, au-delà de l'attachement légitime qu'y portent tous ses habitants et les peuples environnants. Madame la Directrice générale, la Belgique apprécie tout particulièrement votre direction à la tête de l'Organisation, en ces circonstances difficiles et ingrates. Je vous remercie.

26.1 **Mr Bujaku** (the former Yugoslav Republic of Macedonia) *in extenso*:

Dear Madam Chair of the Executive Board, Madam President of the General Conference, Madam Director-General, our Organization seeks to reform its structure and means of action. Unfortunately, the necessary changes are taking place while UNESCO is facing severe financial difficulties. However, reform is imperative in a rapidly transforming world, a world in full geostrategic and cultural transition. At the national scale, some regions of the world are experiencing unprecedented growth, while in others, poverty is soaring. However, compared to the past, it is no longer symmetrical tension between rich and poor countries, the North and the South, that drives global geopolitics. Nowadays, it is the asymmetrical social, economic and educational development within nations themselves that nurtures global tension.

26.2 Madam Chair, our world is losing its moral compass to navigate troubled waters and reach the shore of the future. Such problems require global solutions. Culture is the global solution. We should never forget that values are embedded in culture. In this context, I would like to emphasize the importance of the Hangzhou Declaration recognizing culture as key to sustainable development. My delegation also supports the establishment of a Centre for Social Transformations and Intercultural Dialogue. UNESCO must not only accompany the changes. We must also take the lead in initiating and promoting positive changes.

(The speaker continued in French)

26.3 Madame la Présidente, la valeur de l'UNESCO c'est la force des idées qu'elle défend. Aujourd'hui, à la force des idées s'oppose celle de l'argent. C'est pourtant un bien dangereux marchandage que d'utiliser la limitation des ressources pour contraindre à la réforme. C'est un grand risque que d'affaiblir la capacité d'action de l'UNESCO alors que l'actualité démontre au contraire qu'il faut renforcer les programmes qui élèvent et qui rapprochent les peuples. Qui prendra le relais de notre responsabilité en matière d'éducation des jeunes, des filles et des plus démunis si nous sommes en défaut ? Quelle agence technique, quelle grande fondation prendra notre place et fournira l'expertise nécessaire à une approche intégrée de la gestion de l'eau et de l'assainissement ? Quelle autre agence du système des Nations Unies, quel magnat des médias ou quelle institution relèvera le défi de notre politique de libre accès aux publications, c'est-à-dire au savoir et à ce qu'il procure – la liberté de penser et de s'exprimer ? L'UNESCO ne peut perdre son leadership dans ces domaines. Quel meilleur rempart contre l'extrémisme et le terrorisme qu'une femme et un homme éduqués ? Quel plus puissant vecteur des valeurs humanistes qu'une jeunesse éduquée ? Ces valeurs humanistes doivent accompagner, en effet, la diffusion des nouvelles technologies pour servir le développement durable.

26.4 Madame la Présidente, Madame la Directrice générale, l'ex-République yougoslave de Macédoine et l'UNESCO entretiennent depuis toujours une excellente et fructueuse coopération, grâce à laquelle nous avons réussi à mettre en œuvre de nombreux projets d'importance majeure, aussi bien au niveau local qu'aux niveaux régional et mondial. C'est dans cet esprit que mon pays vous a soutenue dans vos efforts pour résoudre la situation complexe dans laquelle se trouve l'UNESCO. Elle vous a également soutenue dans vos efforts de réforme visant à ce que notre Organisation soit plus forte et plus efficace face aux défis mondiaux.

26.5 Le 29 avril dernier, à l'occasion de la Conférence annuelle des ministres de la culture des pays de l'Europe du Sud-Est, vous avez inauguré à Ljubljana, en Slovénie, l'exposition « Imaginaire des Balkans », inspirée du livre de Mme Maria Todorova et organisée par douze musées d'histoire nationale de la région, en coopération avec le Bureau régional de l'UNESCO à Venise. Cette exposition, qui doit être présentée dans toutes les capitales de notre région, émane de la noble idée de relater les points communs de l'histoire des Balkans au cours du XIX^e siècle. Dans votre discours à Ljubljana, vous avez déclaré ceci : « *Exhibitions like Imagining the Balkans express the excitement of the exchange of ideas, in ways that challenge us- within a balanced historical approach, guided by mutual respect* ». Malheureusement, les anciens préjugés et complexes balkaniques ont resurgi encore une fois, cette fois-ci au début de la présentation de l'exposition à Belgrade, en Serbie, le 9 septembre dernier, causant un grave préjudice à mon pays.

26.6 Madame la Directrice générale, je saisis cette occasion pour vous demander une fois encore de prendre toutes les mesures nécessaires pour aider à surmonter cette situation dans un esprit de coopération et de respect mutuel, esprit qui a guidé la réalisation de cette noble initiative de l'UNESCO qui, comme vous l'avez bien souligné à Ljubljana, réconcilie la diversité et l'unité de notre région.

26.7 Madame la Présidente, notre délégation s'associe pleinement à la déclaration faite par l'Ambassadeur du Danemark au nom de l'Union européenne. Avant de terminer, permettez-moi d'adresser à mon collègue le représentant du Kenya, au nom de mon pays et en mon nom personnel, mes plus sincères condoléances pour les pertes en vies humaines causées parmi des civils innocents par une succession d'actes irrationnels. Je vous remercie.

27.1 **Mr Stiell (Grenada) in extenso:**

Madam Chair, Madam President of the General Conference, Madam Director-General, Excellencies, I wish to start by endorsing the sentiments expressed by the Latin America and Caribbean Group (GRULAC) as being largely consistent with those of Grenada. I would also like to thank the Director-General for her comprehensive report and to express our appreciation of the many challenges faced in charting the way forward in these difficult times.

27.2 With regard to the Education Programme, we agree that UNESCO should continue its focus and lead role in this field. All efforts to accelerate progress towards the education for all (EFA) goals by 2015 should be made. The EFA agenda should not be neglected or diluted amidst the various initiatives currently ongoing within the United Nations. Grenada recognizes UNESCO's significant role in shaping the post-2015 education agenda and stresses the importance of the Executive Board's involvement in articulating the substance of the Organization's contribution. We reaffirm the importance of the promotion of a holistic view of education that is responsive to contemporary challenges and focused on sustainable development, with special emphasis on climate change and poverty alleviation.

27.3 Grenada welcomes the attention placed in the Science Programme on Small Island Developing States (SIDS). Despite the discontinuation of the Intersectoral Platforms for Climate Change and SIDS, it is our hope that the work and objectives achieved in this area will not only continue but will be intensified when one considers the strong need to address the many vulnerabilities of SIDS. We expect strong Organizational involvement in the preparation of the 20-year review of the Barbados Programme of Action (the United Nations Programme of Action on the Sustainable Development of SIDS) in 2014 and the adherence to its outcomes. We wish to recognize the important role that the Intergovernmental Oceanographic Commission (IOC) Programme plays within our region. While we commend the IOC for the work undertaken, we note with concern the negative impact the current financial challenges have had on the Programme's achievements to date. While the Executive Board has requested that each Major Programme maintains its relative share of the overall resources, this principle should not be applied to the resources allocated to the IOC Programme within the Natural Sciences Sector. We therefore call for additional funding, as difficult as this may be, for the IOC Programme, specifically for the completion of tsunami early warning systems which are of critical importance to SIDS.

27.4 Within the Social and Human Sciences Programme, Grenada welcomes the focus on social inclusion; the operational strategy on youth; and the introduction of innovative measures with regard to the preparation of the next UNESCO Youth Forum. The development of policies in the ethics of science and

technology is important to Grenada. Notwithstanding the omission of the "identification of ethical implications" in the revised formulation of Expected Result 4, we urge UNESCO to continue its work with respect to ethical principles relating to the environment and climate change.

27.5 With regard to culture, we thank the Director-General for developing separate expected results for each convention and programme. All cultural conventions are important; however, the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions is of particular interest to Grenada. We would therefore seek the application of the necessary support required for the successful implementation of the convention objectives.

27.6 The Government of Grenada attaches great importance to information and communication technologies (ICTs). We view ICTs as an agent for economic transformation and as such, one of the central components in our national development. We therefore commend the Communication and Information Sector for the mobilization of extrabudgetary funds and the efficient delivery of its programmes, despite the financial challenges and its limited staff.

27.7 We consider that after the merging of the expected results, the need to further highlight explicitly the importance and role of the International Programme for the Development of Communication (IPDC) and Information for All Programme (IFAP) in their formulation still remains.

27.8 We support the global priorities of Africa and gender equality. With specific reference to the Priority Gender Equality Action Plan, we wish to reiterate that in the Caribbean, the issue of gender equality encompasses not only women and girls but also men and boys. Therefore, we would like to see greater emphasis on the latter.

27.9 I would like to conclude, Madam Chairperson, by saying that Grenada is honoured to be a member of this Executive Board. Although our term is now coming to an end, I wish to reaffirm Grenada's continued support for UNESCO's ideals and mission on the way forward, to ensure effective and meaningful delivery of its programmes. I thank you.

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

Madame la Présidente du Conseil exécutif, Madame la Présidente de la Conférence générale, Madame la Directrice générale, chers collègues membres du Conseil exécutif, Mesdames et Messieurs, nous voici encore une fois réunis pour traiter de manière transversale des questions ayant trait au mandat de l'UNESCO en tant que chef de file dans les domaines de l'éducation, de la science, de la culture, de la communication et de l'information. Avant toute chose, la délégation de l'Angola aimerait exprimer sa solidarité aux gouvernements et aux peuples du Kenya et du Nigéria pour la dure épreuve qu'ils viennent de subir à la suite d'un acte perpétré par des organisations terroristes, que nous condamnons avec véhémence.

28.2 Dans le monde actuel, des milliards d'enfants, de jeunes et d'adultes sont encore privés d'accès à une éducation de qualité, à la connaissance scientifique et à l'information. D'autres enjeux, liés à la progression de l'extrême pauvreté, à l'emploi des jeunes, au manque d'eau potable et à la préservation du patrimoine mondial,

sont aussi importants. Toutes ces questions capitales nous invitent à approfondir la réflexion sur les moyens de conduire les peuples du monde au dialogue et à la tolérance de la différence culturelle, laquelle est une source de conflits qui retardent ou empêchent le développement économique et social de plusieurs régions et États. Ces questions font d'ailleurs l'objet de l'ordre du jour de la présente session du Conseil exécutif au cours de laquelle nous devons prendre des décisions ciblées et pondérées dans le cadre du Projet de stratégie à moyen terme (37 C/4) et du Projet de programme et de budget (37 C/5). Du fait des contraintes financières actuelles, il existe un risque important que l'UNESCO perde son leadership dans certains domaines fondamentaux de sa compétence et les États membres ont donc tous intérêt à assumer leurs obligations statutaires et à encourager ensuite le recours à d'autres sources de financement non encore exploitées à ce jour.

28.3 Madame la Présidente, Mesdames et Messieurs, la 68^e session de l'Assemblée générale des Nations Unies qui vient de s'ouvrir consacre l'essentiel de ses travaux à l'agenda pour le développement post-2015. Sur ce point, l'UNESCO a les atouts nécessaires pour apporter une contribution très diversifiée en puisant dans les éléments de réponse en cours d'élaboration dans le cadre de l'éducation en vue du développement durable après 2014, de l'approche visant à accélérer la réalisation des objectifs de l'Éducation pour tous et de son prolongement après 2015, ainsi que dans la prise en compte de la dimension culturelle dans le processus du développement.

28.4 Chers collègues, tout en nous félicitant des progrès accomplis au niveau des orientations stratégiques, compte tenu de la feuille de route, nous continuons de manifester notre inquiétude quant à la capacité réelle de mobilisation des ressources humaines nécessaires à l'exercice des responsabilités accrues du Département Afrique en matière de coordination et au suivi de l'exécution sur le terrain des programmes phares de la priorité Afrique et de la priorité Égalité des genres par les bureaux hors Siège. En effet, le plan des dépenses pour le prochain exercice biennal d'un montant de 507 millions de dollars entraîne des réductions substantielles par rapport aux prévisions budgétaires initiales. Eu égard à la stratégie opérationnelle révisée pour la priorité Afrique, qui recentre l'intérêt stratégique au cours du prochain exercice biennal sur la culture de la paix et sur l'apprentissage dans les domaines de la science, de la technologie et de l'innovation, il est nécessaire de mobiliser les capacités humaines, financières et institutionnelles encore inexploitées de l'Afrique en favorisant une synergie plus active entre l'UNESCO, l'Union africaine et les autres partenaires du développement.

28.5 L'Angola se félicite des actions déjà menées conjointement par l'UNESCO et l'Union africaine dans le cadre du programme relatif à l'éducation pour une culture de la paix et de la non-violence et du Plan d'action « Agissons pour la paix ». Le Forum panafricain « Sources et ressources pour une culture de la paix en Afrique », organisé à Luanda en mars 2003, en est un exemple. Dans l'esprit du Forum de Luanda pour la promotion de la paix et de la non-violence, le Président de la République d'Angola, José Eduardo dos Santos, a lancé une campagne inédite de consultations et de dialogue avec la jeunesse, qui a été mobilisée de manière largement inclusive par son conseil national de juin à septembre

2013. Dans le contexte de la crise financière qui affecte notre Organisation, nous nous réjouissons de l'application imminente de l'accord de coopération conclu récemment par l'UNESCO et le Gouvernement angolais dans le domaine de l'éducation.

28.6 Pour terminer, nous exprimons encore une fois notre engagement au service de la noble mission de l'UNESCO et aimerions demander que le geste du Gouvernement angolais en faveur du projet de l'Histoire générale de l'Afrique soit interprété comme l'attachement du peuple angolais à la dignité des Africains et à son histoire. Notre délégation s'associe à la déclaration du Groupe africain. Je vous remercie.

29.1 **M. Bencherif** (Algérie) *in extenso* :

Madame la Présidente du Conseil exécutif, Madame la Présidente de la Conférence générale, Madame la Directrice générale, distingués membres du Conseil, Excellences, Mesdames et Messieurs, la délégation algérienne salue la présidence avisée de cette importante session du Conseil. Elle remercie la Directrice générale de sa déclaration riche en enseignements sur les problématiques de plus en plus complexes et les défis aussi multiples que nouveaux auxquels l'UNESCO fait face dans un monde globalisé, qui questionne par bien des aspects son mandat, en particulier dans le contexte des difficultés budgétaires actuelles. Nous remercions également la Présidente du Groupe préparatoire ad hoc pour sa présidence et la qualité de son rapport, ainsi que le Secrétariat pour les documents préparés. Compte tenu du temps imparti, je me limiterai à des observations sur des points précis de l'ordre du jour, tout en m'associant à la déclaration du Groupe africain.

29.2 Nous saluons la participation et le rôle de l'UNESCO dans l'agenda pour le développement post-2015. Nous partageons le point de vue selon lequel l'éducation devrait en constituer l'axe central, puisqu'elle demeure un défi permanent pour nous tous. Pour sa part, l'Algérie a atteint la plupart des Objectifs du Millénaire pour le développement (OMD) bien avant 2015. Ses efforts ont été salués par l'ONU et par la communauté internationale, qui reconnaissent ses réussites dans le contexte du deuxième OMD relatif à l'éducation. Mon pays a pratiquement réalisé l'objectif de scolarisation primaire de l'ensemble des enfants, grâce à une politique volontariste menée depuis 1962, date de l'indépendance du pays. La scolarisation a atteint le taux de 97,7 % (99 % pour les garçons et 94 % pour les filles). L'Algérie accorde en outre une importance particulière à l'éducation des enfants présentant une incapacité physique, mentale ou sensorielle afin de les soustraire aux effets du handicap. Des établissements et des services ont été créés pour répondre à leurs besoins d'éducation, de rééducation et d'insertion socioprofessionnelle à l'aide de programmes pédagogiques diversifiés.

29.3 Madame la Présidente, s'agissant de la Stratégie à moyen terme et de l'exécution du programme, la délégation algérienne apprécie les progrès enregistrés dans le contexte actuel de crise financière. En dépit des contraintes, notre Organisation est de plus en plus sollicitée en raison de la diversité et du nombre des tâches qui lui incombent et demeure, de par son mandat, un foyer d'échanges, de tolérance et de rayonnement de la culture et des sciences. Cependant, le montant de 507 millions de dollars des États-Unis prévu pour le prochain budget nuira

à la mise en œuvre de certains programmes et priorités arrêtés.

29.4 À cet égard, la poursuite de la réforme devrait, d'une part, cibler la rationalisation des méthodes de travail et la suppression des doubles emplois, notamment en matière de documentation, et, d'autre part, préserver le personnel, qui demeure une richesse incontestable pour l'Organisation. Dans ce contexte, la concrétisation des objectifs de la priorité Afrique revêt une importance particulière pour ma délégation, qui considère que les progrès enregistrés jusque-là sont en deçà des attentes du continent. Le renforcement des capacités des pays africains passe non seulement par une mobilisation des ressources financières nécessaires aux projets, mais également par une diffusion plus accentuée et perceptible des applications scientifiques et techniques.

29.5 D'autre part, la réforme du dispositif hors Siège, destinée à la fois à prendre en compte les spécificités de chaque région et sous-région et à remédier aux lourdeurs actuelles, devrait accorder l'importance qui lui revient à la région arabe. Elle devrait éviter de soumettre ses programmes aux aléas de la disponibilité de ressources financières extrabudgétaires, ce qui les rend dépendants de la volonté des contributeurs et, à terme, pourrait les rendre complètement inopérants.

29.6 Je voudrais souligner l'importance du Secteur des sciences sociales et humaines qui œuvre à préserver et à promouvoir, avec le Programme Gestion des transformations sociale (MOST), le rôle de la jeunesse et sa place dans la société d'aujourd'hui et de demain. L'UNESCO devrait s'adapter aux mutations actuelles pour accompagner les États membres en mettant à leur disposition les compétences qu'elle possède.

29.7 Par ailleurs, la délégation algérienne apprécie positivement les perspectives du programme relatif à l'égalité entre les genres et le plan d'action 2014-2021 y afférent. L'Algérie a enregistré des progrès significatifs au titre du troisième OMD relatif à la promotion de l'égalité des sexes et à l'autonomisation des femmes, qui trouve son ancrage aussi bien dans la Constitution que dans les textes législatifs et réglementaires et les dispositions prises par l'État.

29.8 Madame la Présidente, je voudrais également souligner que les distingués membres de notre Conseil seront saisis, au cours de cette session, d'un projet de décision autorisant la Directrice à conclure avec mon gouvernement l'accord de siège prévoyant la création, à Alger, d'un centre régional pour la sauvegarde du patrimoine culturel immatériel en Afrique. Tout en les remerciant de l'intérêt qu'ils ne manqueront pas de porter à cette question, je puis les assurer que mon pays ne ménagera aucun effort pour que la mise en place de cette institution soit couronnée de succès, au bénéfice de la promotion du patrimoine immatériel de notre continent.

29.9 Ma délégation saisit cette occasion pour rappeler que la paix et la sécurité internationales, auxquelles contribue l'UNESCO depuis sa création, demeurent également tributaires du respect de la légalité internationale. Elle réaffirme son appui aux décisions que le Conseil est appelé à considérer sur le patrimoine culturel de la Palestine, renouvelle son soutien au droit du peuple palestinien à la promotion et à la préservation de ses sites culturels et historiques, et exhorte l'UNESCO à participer activement à la réalisation de cet objectif. Nous formulons le vœu que la relance du processus de paix,

que nous saluons, réponde aux fortes et longues attentes du peuple palestinien.

29.10 Le défi de notre Organisation, c'est de s'adapter au nouveau contexte international en s'appuyant sur les valeurs fondamentales que sont son universalité et sa proximité avec les attentes de l'homme en termes de dignité, d'égalité et de justice. Je vous remercie Madame la Présidente.

30.1 **Mr Lacoeylho** (Saint Lucia) *in extenso*:

Madam President of the Executive Board, Madam President of the General Conference, Madam Director-General, Excellencies, I would like to start by thanking the Director-General for her exhaustive and interesting report. Madam Chair, we have been informed, through document EX/16, that we will not be carrying a deficit into the next biennium. Knowing how difficult the situation was two years ago, this is good news and the Director-General should be congratulated for her efforts. However we should not forget how this has been possible. Hundreds of posts have been frozen or abolished, hundreds of people working under short-term contracts have been asked to leave the Organization, a significant part of the programme has not been implemented, activities have been cancelled and projects have been suspended. Even the Special Emergency Multi-Donor Fund has not been allocated completely to programmes as expected by the donors. Much of it will have to be used to pay for staff and administration, and for the cost of the first separation scheme.

30.2 The Director-General told us yesterday, "*We have resolved the financial crisis ... It is behind us.*" Is it really? The real crisis might in fact be ahead of us. It is true that we have so far, together, absorbed the first shock, but the most difficult part is yet to come. How do we sustain in the long run an Organization with a mandate such as UNESCO's, with a budget of \$507 million and extrabudgetary funds that we have difficulty implementing because of a staff shortage? What if those staff members who decide to leave the Organization within the framework of the separation schemes being offered to them are staff members whose expertise we need? How will this impact the programmes? Moreover, we all know that it is very difficult to get Member States to fund separations on a voluntary basis. We also know that this restructuring is going to cost a lot of money. What if the only possible source of funding is the \$507 million expenditure plan, which is the Director-General's last resort? How will this impact the programmes?

30.3 In the Ad Hoc Preparatory Group, we were surprised to hear the representative of the Director-General tell us that the field network (more than 50 offices) is sustainable even under the \$507 million expenditure plan, and that the African network will be fully operational by the end of this year. Is this possible? With which resources? For this network to have critical mass we need to allocate much more than we have forecast, and this is also something we all know.

30.4 Member States should be told the truth. In a situation like this, optimism is essential but a little dose of realism is also necessary. The truth is that \$507 million might not be enough for programme implementation next biennium despite the painful prioritization exercise. No matter how we look at things, in reality, as the Director-General said yesterday, the Organization cannot survive for long with its current mandate on a \$507 million budget and keep offering the services that Member States are

expecting. Downsizing will have consequences. With reforms, restructurings, reviewed methods of working and delivering, and streamlining, the Director-General has spared no effort. But this will not change the reality.

30.5 What are we going to do about it? What is the United States of America going to do about it? The coming years are going to be difficult. And at least until the end of this crisis, UNESCO will need Member States to put the interests of the Organization before their own, especially those sitting on the Executive Board. The same applies to the UNESCO Secretariat. The interests of Member States as a whole must come first. Unfortunately, the reports we received from New York about the event on the high-level Learning for All Ministerial Roundtable that took place last week during the United Nations General Assembly have described real antagonism between the main United Nations agencies, shifting the focus from progress in education to a fight for visibility. This does not serve the interests of Member States.

30.6 Madam Chair, in the coming years, we expect the Director-General to preserve UNESCO's credibility. Visibility cannot stand on its own for long. We need him or her to be present, closely monitoring, managing and leading his or her team. This cannot be done from abroad in a crisis situation like this. It goes without saying that the Director-General's presence outside Headquarters is equally important but a reasonable balance needs to be found. Madam Chair, in the coming years, the Director-General's only agenda should be UNESCO. We need a passionate commitment to save the Organization. This post is not just a job; it is a vocation. This is what UNESCO deserves and this is what UNESCO should get. Thank you.

The meeting rose at 1.30 p.m.

FOURTH MEETING

Tuesday 1 October 2013, 3.20 – 5.40 p.m.

Chair: Ms Cummins

REPORTING ITEMS (*continued*)

Item 4: Report by the Director-General on the execution of the programme adopted by the General Conference (*continued*) (192 EX/4 Parts I-IV; 192 EX/4.INF.–INF 2; 192 EX/AHPG/Recommendations)

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

Item 16: Implementation of 191 EX/Decision 15 on the Draft Medium-Term Strategy (37 C/4) and the Draft Programme and Budget (37 C/5) and 5 X/EX/Decision 2 thereon (*continued*) (192 EX/16 Part I and Add. And Parts II-IV; 192 EX/AHPG/Recommendations)

Plenary debate (*continued*)

1.1 Ms Toppin (Barbados) *in extenso*:

Madam Chairperson of the Executive Board, Madam President of the General Conference, Madam Director-General, ladies and gentlemen, Barbados offers its congratulations to the Director-General and her team for their determined efforts in ensuring the efficient operation of the Organization in the face of daunting financial challenges. We also commend the Ad Hoc Preparatory Group for its thorough analysis of the issues, thus facilitating an easier flow of our debates. In this vein, Madam Chair, I exhort the Secretariat to ensure that its reporting procedure reflects a greater focus on the analysis of the Organization's programmes, as this will greatly facilitate the decision-making process of the Executive Board.

1.2 Barbados, like many other developing countries, places considerable emphasis on developing the social and economic potential of its culture sector. This non-traditional sector, we acknowledge, is key to our sustainable development. We are therefore extremely heartened by the inclusion of culture on the post-2015 development agenda. It is critical, however, that the nature of this inclusion be very clearly and meticulously articulated, if the desired results are to be achieved.

1.3 We welcome the UNESCO Priority Gender Equality Action Plan for 2014-2021. In the formulation of strategies, the specific concerns of countries like Barbados, which relate more to men and boys, should be given due recognition. Issues of gender should also be more seamlessly integrated across all of the Major Programmes.

1.4 It is now nineteen years and four months, Madam Chair, since Barbados hosted the very first Global Conference on the Sustainable Development of Small Island Developing States (SIDS). The Barbados Declaration and the Programme of Action are regarded as the blueprint for the sustainable development of SIDS.

1.5 Indeed, we are deeply concerned by the fact that matters relating to SIDS as they relate to the countries of the Caribbean have not been adequately highlighted in the 37 C/4. No one can deny the particular vulnerability of SIDS and they must be accorded the attention they deserve.

1.6 In regard to the UNESCO Intergovernmental Oceanographic Commission (IOC), it is our desire to see the current level of funding maintained. This is of vital importance if the Organization is to carry out its mandate effectively.

1.7 The apparent discarding of the Slave Route project is to be reassessed, as this project is important to us not only in terms of its economic potential, but also in terms of the further development of our historical records. We are therefore anxious to see, in addition, an updating of the General History of the Caribbean. We place great value on the work of the UNESCO World Heritage Centre (CLT/WHC), and we urge that its critical importance is not compromised in terms of staffing because of the current financial situation.

1.8 In terms of education, Madam Chair, Barbados urges UNESCO to continue its thrust for the achievement of Education for All (EFA) and Education for Sustainable Development (ESD). These are both critical to the empowerment of our citizens and to our sustainability in the future.

1.9 In closing, Madam Chair, Barbados wishes to express its condolences to the people of Kenya and Nigeria, for the recent unjustifiable and senseless destruction of human lives. Thank you.

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

Señora Presidenta del Consejo, señora Directora General, apreciados colegas: la UNESCO no solo enfrenta restricciones presupuestarias y un proceso de disciplina y austeridad en el gasto. Enfrenta también desafíos de diversa naturaleza en un mundo cambiante, desde la defensa del patrimonio cultural de los pueblos de Malí y de Siria, en el contexto de conflictos armados, hasta la galvanización de las conciencias del mundo para que la nueva agenda para el desarrollo después de 2015 incluya por primera vez la cultura como una variable del desarrollo sostenible.

2.2 Pero además de problemas financieros y desafíos múltiples, la UNESCO también posee un acervo de realizaciones y contribuciones de la mayor importancia para los pueblos del mundo. La UNESCO se define más por sus realizaciones y desafíos que por sus indispensables ajustes financieros. En el mundo actual se cuestiona la eficacia de las estructuras internacionales del multilateralismo, pero los fundamentos, los objetivos y la filosofía de la UNESCO adquieren cada vez mayor vigencia. Y ello es así porque su agenda es la agenda del presente y el futuro de la humanidad. La paz, la educación, la consecución de sistemas sociales inclusivos, la reconciliación del hombre con el medio ambiente, la ciencia al servicio de una visión humanista de la sociedad, la revalorización de las culturas nacionales y locales, la defensa del patrimonio cultural y la vocación del diálogo, concertación y entendimiento son realidades y metas compartidas en cualquier escenario presente y futuro de reorganización del sistema internacional. Y ahí es donde radica la fuerza de la UNESCO, donde reside su capacidad para superar apremios financieros que, desde una perspectiva histórica, no dejarán de ser coyunturales.

2.3 Creo que si somos plenamente conscientes del significado que tiene la UNESCO en la construcción de un mundo de paz, bienestar y respeto de los derechos humanos, podremos establecer todos los consensos necesarios para que la Organización se sitúe a la

vanguardia del necesario reacomodo de los organismos internacionales en un mundo cambiante. Este es el espíritu con el que debemos adoptar nuestras decisiones en esta reunión del Consejo y en la próxima reunión de la Conferencia General. En esta perspectiva se han situado, señora Directora General, tanto su intervención como sus esfuerzos, y este es el enfoque adecuado para conciliar las urgencias de esta coyuntura con el aliento del largo plazo. Esos esfuerzos son apreciados y estimulados por mi gobierno. En su intervención usted citó al presidente del Perú, Ollanta Humala, ante la Asamblea General de las Naciones Unidas. Ciertamente, cuando el Presidente Humala señaló que debemos encontrar una nueva manera, “no crecer para incluir, sino incluir para crecer”, interpretó un sentimiento cada vez más universal, que afirma que el crecimiento económico debe estar al servicio de un nuevo humanismo. De ahí la importancia del debate de ideas en torno a la agenda para el desarrollo después de 2015. La UNESCO debe hacer una contribución específica y concreta a las nuevas metas vinculadas a la realización de las iniciativas mundiales Educación para Todos y “La educación ante todo” y debe redoblar esfuerzos para que la cultura figure por primera vez en la agenda para el desarrollo después de 2015 como factor impulsor y factor dinámico y transversal de un desarrollo inclusivo.

2.4 Mi delegación aprecia también sus esfuerzos personales por reforzar la lucha contra el tráfico ilícito de bienes culturales. Se trata no solamente de combatir el delito, sino también de preservar el respeto de la identidad y la memoria de los pueblos, y de hacerlo siempre con transparencia y publicidad. El incremento de los delitos contra el patrimonio cultural hace que el tráfico ilícito de bienes culturales ocupe hoy el tercer puesto en la lista de actividades criminales mundiales, tras el tráfico de estupefacientes y el de armas. La enorme evolución de los mercados de arte, su transnacionalización y el uso de las plataformas electrónicas vía internet para la compra y venta de bienes culturales tienen un efecto positivo para los mercados, pero también favorecen el incremento del tráfico ilícito. Es indispensable que la UNESCO promueva una alianza mundial contra el tráfico ilícito de bienes culturales en situaciones tanto de paz como de guerra. En esta alianza deberían estar museos, entidades de la sociedad civil como el ICOM, INTERPOL, la Organización Mundial de Aduanas y todas las instituciones y organizaciones internacionales comprometidas con esta lucha. Asimismo, como contraparte, debería incluir a las entidades nacionales responsables del combate contra el tráfico ilícito. Este es el impulso político que nuestros pueblos esperan.

(2.1) **M. Rodríguez Cuadros** (Perú) *in extenso*
(traduit de l'espagnol):

Madame la Présidente du Conseil, Madame la Directrice générale, chers collègues, non seulement l'UNESCO est confrontée à des restrictions budgétaires et à un processus impliquant discipline et austérité dans les dépenses, mais elle doit aussi faire face à des défis de nature diverse dans un monde en mutation, depuis la sauvegarde du patrimoine culturel des peuples du Mali et de la République arabe syrienne, dans un contexte de conflits armés, jusqu'à la mobilisation des consciences du monde afin que le nouvel agenda pour le développement post-2015 intègre pour la première fois la culture comme une variable du développement durable.

(2.2) Cependant, il n'y a pas que des problèmes financiers et des défis multiples ; l'UNESCO, c'est aussi une mine de réalisations et de contributions de la plus haute importance pour les peuples du monde. L'UNESCO se définit davantage par ses réalisations et les défis qu'elle relève que par les ajustements financiers qu'elle doit impérativement opérer. Aujourd'hui, l'efficacité des structures internationales du multilatéralisme est remise en question, mais les fondements, les objectifs et la philosophie de l'UNESCO sont de plus en plus d'actualité parce que l'agenda de l'Organisation est l'agenda du présent et de l'avenir de l'humanité. La paix, l'éducation, la mise en place de systèmes sociaux inclusifs, la réconciliation de l'homme avec l'environnement, la science au service d'une vision humaniste de la société, la revalorisation des cultures nationales et locales, la sauvegarde du patrimoine culturel et la vocation pour le dialogue, la concertation et la compréhension, sont des réalités et des objectifs qui se recoupent quel que soit le scénario présent et futur de réorganisation du système international. C'est là que réside la force de l'UNESCO et sa capacité de surmonter des contraintes financières qui, considérées dans une perspective historique, ne manqueront pas d'être conjoncturelles.

(2.3) J'ai la conviction qu'en étant pleinement conscients de l'importance du rôle de l'UNESCO dans la construction d'un monde de paix, de bien-être et de respect des droits de l'homme, nous pourrions parvenir à tous les consensus nécessaires pour que l'Organisation soit à l'avant-garde de la restructuration indispensable des organismes internationaux dans un monde en mutation. C'est dans cet esprit que nous devons adopter nos décisions à la présente session du Conseil ainsi qu'à la prochaine session de la Conférence générale. C'est dans cette perspective que s'inscrivent, Madame la Directrice générale, votre intervention et vos efforts, et l'approche adoptée pour concilier les urgences liées à la conjoncture actuelle et la vision à long terme est la bonne. Mon gouvernement apprécie et encourage ces efforts. Dans votre allocution, vous avez cité les paroles prononcées par le Président du Pérou, M. Ollanta Humala, devant l'Assemblée générale des Nations Unies. Assurément, lorsque ce dernier a dit que nous devons trouver une nouvelle manière de procéder, «ne pas croître pour inclure, mais inclure pour croître», il a exprimé un sentiment de plus en plus universel, à savoir que la croissance économique doit être mise au service d'un nouvel humanisme. D'où l'importance du débat d'idées autour de l'agenda pour le développement post-2015. L'UNESCO doit apporter une contribution spécifique et concrète à la réalisation des nouveaux objectifs des initiatives mondiales que sont l'éducation pour tous (EPT) et « L'éducation avant tout » ; elle doit redoubler d'efforts afin que la culture figure pour la première fois dans l'agenda pour le développement post-2015 comme un élément moteur, dynamique et transversal du développement inclusif.

(2.4) Ma délégation apprécie également les efforts que vous déployez personnellement afin de renforcer la lutte contre le trafic illicite des biens culturels. Il s'agit non seulement de lutter contre de tels agissements, mais aussi de préserver le respect de l'identité et la mémoire des peuples, toujours dans la

transparence et l'ouverture. Avec la multiplication des crimes contre le patrimoine culturel, le trafic des biens culturels figure aujourd'hui au troisième rang sur la liste des activités criminelles mondiales, après le trafic des stupéfiants et le trafic d'armes. L'évolution considérable des marchés de l'art, leur internationalisation et l'utilisation des plates-formes électroniques sur Internet pour l'achat et la vente de biens culturels ont certes un effet positif pour ces marchés, mais elles favorisent également le développement du trafic illicite. Il est indispensable que l'UNESCO encourage la création d'une alliance mondiale contre le trafic illicite des biens culturels, en situation de paix comme en situation de guerre. Cette alliance devrait rassembler des musées, des organisations de la société civile, mais aussi l'ICOM, INTERPOL et l'Organisation mondiale des douanes ainsi que toutes les institutions et organisations internationales engagées dans cette lutte. Elle devrait inclure également les organismes nationaux chargés de la lutte contre le trafic illicite. C'est cet élan politique que nos peuples attendent.

3.1 The President of the General Conference
in extenso:

Thank you very much. Madam Chairperson of the Executive Board, dear Alissandra, Madam Director-General, dear Irina, Your Excellencies, dear friends, dear colleagues, I remember very well two years ago the moment when you nominated me to this very noble post. I have tried to speak when it was needed, and I have tried not to speak when it was not needed. I have tried to do my best.

3.2 The locomotive of global affairs is in full throttle – manifested in the accelerating trends of scientific and technological progress, the convergence of cultures and traditions, the spread of knowledge-based societies, and the global efforts to look beyond 2015 and address such moral challenges as poverty, underdevelopment, discrimination, social exclusion and environmental degradation. UNESCO needs to be firmly attached to this global locomotive in order to remain relevant and valuable. We need to be at the forefront of these developments, feeling the pulse of the world, fulfilling our mandate of peace, and making sure, in close partnership with our global partners, that the world train remains on track, heading towards the fulfillment of human potential, towards a peaceful and better world.

3.3 Dear colleagues, here we are, coming together one last time before the next session of the General Conference, after two years of intensive work to guide this Organization through the rough waters it had to navigate. We have come thus far thanks to the untiring efforts of the Board, with the leadership of its Chair, the dedicated work of several special groups and committees in conversation with the Secretariat, and the spirit of solidarity displayed by members and non-members of the Board alike.

3.4 My collaboration with the Board has been quite engaged from the very outset of my Presidency. As you know, the 36th General Conference tasked me with facilitating discussions and reflections among the Member States and specifically the working group on the Working Capital Fund to ensure the financial stability of the Organization. That very experience set a precedent of constructive, results-oriented and amicable cooperation among Member States. The professionalism of such

bodies as the special group on prioritization and the Ad Hoc Committee, led by brilliant Chairs, was remarkable.

3.5 Ladies and gentlemen, perilous moments are best understood in retrospect, when the storm abates and the calm prevails. Indeed, I am confident that after many of our sessions, the world will look back at the 2012-2013 watershed period and understand the importance of the actions and decisions undertaken by this governing body. All of you would agree that this was a turbulent biennium, fraught with predictable and unpredictable challenges, marked by passionate discussions between Member States on overcoming difficulties and charting the future of UNESCO – two years of moving forward in uncertain territories, learning through trial and error, and persevering.

3.6 But without any doubt, these two years have also revealed the best qualities of this Organization. First and foremost, we have witnessed incredible solidarity among the Members of UNESCO, working together hand-in-hand to meet the mounting challenges. Dear colleagues, I consider it a testament to our belief in the cause of this Organization that the Executive Board has been exceptionally open and inclusive throughout these two years. Countries that are not Members of the Board, but are profoundly affected by, and interested in, the reform of the Organization, have found the Board to be receptive and responsive to their voices, their thoughts and ideas. I have also witnessed that even in the hardest times, the Secretariat of the Organization was able to uphold the image and the reputation of UNESCO by delivering effectively at the country level where the need of this work is most pronounced.

3.7 Dear Director-General, you indicated yesterday that the Organization is on track to present a coherent and robust programme with a balanced budget to the upcoming General Conference. Undoubtedly, much of this has to do with the rigorous work of all parts of the Secretariat under your effective leadership. You have recognized and seized upon the opportunity to work towards a more relevant, more efficient and more effective UNESCO. But let us make no mistake concerning one fact that we all know: the shrunken budget is hurting this Organization. The uncertainty about the future of renewed funding is adding to the difficulty of the situation that we face.

3.7 Even in these trying times, the House has accomplished important results. It has catapulted culture to the highest level of importance within the development agenda, especially in regard to post-2015 planning. It has given a new impetus to the aim of quality education for all through the Global Education First Initiative (GEFI) of the Secretary-General of the United Nations. It has maintained its commitment to the promotion of universal norms in such vital fields as bioethics, sports, and social inclusion – areas that fall exclusively within UNESCO's remit. It has used its multilateral platform to advance scientific cooperation in various fields, such as water, this year.

3.8 Ladies and gentlemen, this is the last time I address this Board in my capacity as President of the General Conference. I am deeply honoured to have worked with each and every one of you. I will cherish the times when the three constituent bodies of UNESCO, the Secretariat, the Executive Board and the General Conference, were led by women. This is far from being a

statistical achievement. It shows that UNESCO leads the world by setting examples in pursuing women's empowerment globally.

3.9 Throughout my mandate, I have always stressed that our main strength is the realistic consensus by which we back our decisions; consensus reached not through the play of power, but through a genuine dialogue in pursuit of common good. Conversely, we are at our weakest when we fail to find common ground, when we have to put the principle of consensus aside for narrow political considerations. Even the physical architecture of this House, and of this room in particular, where the Members of the Executive Board face each other, represents the idea of arriving at a shared, mutually acceptable agreement. These beams over our heads start from the opposite corners of the room, representing the diversity of countries and cultures, but they all converge into the centrepiece, forming a monolithic key-stone. No matter how distant it may seem, we have a duty in this House to seek a mutually beneficial and realistic consensus. I would like to see this House operating in harmony, fueled by the professionalism and dedication of its many elements – the Member States and the Secretariat, and never losing the intellectual edge that has defined this Organization from its early days. Madam Director-General, Madam Chair of the Executive Board, dear colleagues, Excellencies, dear friends, it was a true honour and privilege for me to be here and to work with you. Thank you for your trust and openness, and I will see you in the General Conference. Thank you.

4. **The Chair** thanked the President of the General Conference for her kind words and keen observations. Pursuant to Rule 30, paragraph 3, of the Rules of Procedure, she invited two observers who had asked to address the Board to take the floor.

5.1 **M. Blackburn** (Délégué permanent du Canada auprès de l'UNESCO) *in extenso* :

Madame la Présidente, Madame la Directrice générale, Excellences, permettez-moi, en ma qualité de Président du Groupe francophone, de souligner l'importance d'une disposition qui figure dans une décision adoptée par le Conseil à sa 191^e session, au printemps dernier. Initiée par le Groupe francophone et présentée par la France avec l'appui de Monaco, cette disposition était libellée comme suit : « Prie le Service d'évaluation et d'audit d'aborder dans ses audits la question du respect des politiques relatives aux deux langues de travail du Secrétariat de l'UNESCO au Siège, et d'en rendre compte dans ses rapports annuels au Conseil exécutif ; ». Permettez-moi donc de rappeler aux divers organes, comités, secrétariats des conventions et autres entités concernées l'importance d'un tel changement. Cela signifie que IOS ajoutera dans ses rapports d'audit une section traitant du respect des deux langues de travail par l'organisation et l'entité examinée. Soyez assurés que les 77 États membres du Groupe francophone de l'UNESCO porteront un grand intérêt à cette section, et compteront y lire des éloges du Commissaire aux comptes plutôt que d'y constater des lacunes et carences marquées chez certaines entités quant au respect de l'utilisation des deux langues de travail dans leur fonctionnement quotidien.

5.2 Par ailleurs, dans le même esprit, je me permets de relever une tendance observée depuis quelque temps, à savoir que les libellés qui apparaissent dans les graphiques ou les tableaux des documents *PowerPoint* sont souvent uniquement en anglais. Il faudrait y prêter

attention. La deuxième chose que je tiens à souligner est qu'il importe de veiller à ce que tous les documents produits par le Secrétariat ne soient diffusés sur Internet qu'une fois accessibles simultanément en français et en anglais. D'autre part, dans un geste constructif et positif, le Groupe francophone se propose de désigner à l'avenir un organisme « coup de cœur », ici à l'UNESCO. Notre intention est de désigner chaque année l'entité nous apparaissant respecter le plus l'utilisation des deux langues de travail au quotidien, qui sera donc le coup de cœur du Groupe francophone. Enfin, nous avons noté avec satisfaction que, dans le cadre du travail sur les priorités, le principe de l'utilisation des deux langues de travail a été respecté. Merci à vous tous.

6. **Ms Tomić** (Ambassador and Permanent Delegate of Serbia to UNESCO) *in extenso*:

Madam Chairperson of the Executive Board, Madam President of the General Conference, Madam Director-General, Excellencies, my delegation regrets very much taking the floor in the exercise of the right of reply in connection with remarks made this morning by the Ambassador of Macedonia. We find it highly inappropriate that a Member of the Executive Board should use the opportunity of his seat on this august body to introduce issues which are not on the agenda, especially given the difficult situation the Organization is facing. Moreover, we feel that all of us should work together in order to improve the mission and visibility of this Organization. My delegation joins the unequivocal appeal we heard in the general debate that, in these challenging times for UNESCO, each and every Member State should put the interests of the Organization as a whole before its own interests. The Members of the Executive Board should certainly serve as an example. I request that this statement be reflected in the records of the session. Thank you very much.

7. **The Chair** noted that there was no right of reply in Executive Board debates. The last intervention had been allowed as that of an observer. She invited the Director-General to give her reply to Members' interventions on items 4 and 16.

Reply by the Director-General to the plenary debate

8.1 **The Director-General** *in extenso*:

Thank you very much Madam Chair. Thank you Madam President of the General Conference for making this, I would say, inspiring, emotional and reassuring presentation. Ladies and gentlemen, this has been a really very constructive and very rich debate. What is important about this debate is that it occurs just one month before the 37th General Conference. We all know that the turning point of this General Conference will be the adoption of our Medium-Term Strategy, and of course our new budget with the new budgetary expenditure ceiling. And I think it is important, too, because we have entered a new stage of our Organization. It was a very constructive and rich debate and there were many questions put forward. I did not dare address all the concrete questions because we know that tomorrow the Commissions are starting, and I am sure that many of the very specific issues will be amply discussed.

8.2 One year ago, when the Secretary-General of the United Nations came here during last year's autumn session and spoke with the Executive Board to share his vision about the Global Education First Initiative (GEFI), he emphasized the strong leadership role that UNESCO is

playing. Among other things he said the following: *“Dramatic change is not just the backdrop to our work; it must also be part of our internal mindset.”* And I believe the work that we have undertaken jointly shows how much this is true in our Organization. As the distinguished delegate of China said, *“Reform is the only possible outcome for a successful future.”* This was complemented by the distinguished delegate of Denmark, who said that it is time *“to look beyond immediate difficulties and renew our reform agenda for UNESCO.”* I know that message has been shared by many of the speakers during this debate. I would like to emphasize how heartened I was by the very powerful determination from practically all Member States to strengthen UNESCO, to move forward in shaping a better performing, more relevant, more effective Organization. We know that, as the distinguished delegate of Korea also said, *“In the middle of difficulty lies opportunity,”* and this view was very largely shared. I think this is all the more important today when, as the distinguished Ambassador of Nigeria stated, expectations are high from all parts of the world. So this determination is deeply encouraging, because it is founded, I would say, on faith in the mandate of this Organization, and also in its resilience. As the distinguished Ambassador of Brazil added, *“Despite current difficulties, we are convinced that UNESCO will respond to the challenges it must still face.”* What I also think is very important to mention is that we all have a sense of responsibility, and I would really like to commend all of you that spoke about the responsibility of us in the Secretariat and me as Director-General, and also to recall that UNESCO is much more than one Secretariat here in Paris. UNESCO is out in the field, UNESCO is there where we implement projects, where we work in synergy with you, with governments, with civil society, with the academic community, with the expert community, with the private sector. The distinguished delegate of Zimbabwe said, *“The task before us needs all hands on deck.”* This is precisely what I meant when I emphasized shared responsibility. There are different elements in this process. The Ambassador of the United Kingdom spoke about *“a renewed approach to teamwork”* from all members of the UNESCO family. Somebody also said that this is a win-win equation, and this spirit must guide us when we face further tough decisions. And I still believe that tough decisions lie ahead of us. We will have to move forward to reform, to implement the decisions the next General Conference will take, and we will still have to make some tough choices.

8.3 I would like to remind you here of the proposed combination of measures that I shared with you during the Private Meeting for Member States. This was an open-ended meeting for the Executive Board during the spring session of the Executive Board, where I enumerated further possible measures to be taken by Member States in order to support the Organization, including financially. I think we have a clear vision of the reform framework as I mentioned during my presentation, still guided by the independent external evaluation of UNESCO (IEE) and the roadmap, and also a new vision we will pursue jointly once we agree on the Medium-Term Strategy. We must, as I said, change gears and accelerate, but I would also say, move into a new period of predictability. As I mentioned this morning, I know that many of you touched upon this issue, commenting on my words that the worst is behind us. I would like to be very clear on this issue – it is not some kind of rosy optimism that is guiding me. But remember what our discussion was two years ago, and all

the way we have come together to the situation today, when we do not only have a balanced year end, a balanced budget and no deficit. This of course took sacrifices, but sacrifices that were, I would say, manageable. I have not separated any single person from the staff of this Organization. We have all taken other possible measures and now we are in a situation where, together, we are moving towards a new expenditure and restructuring plan for this Organization within the lower budgetary ceiling. I think now is the time to move forward and to focus not so much on restructuring and efficiency gains, but once this period passes, hopefully in the next four to six months, really concentrate on our core activities. I think we are already over this fatigue in the House that I hear from many of you – that we don't concentrate so much on delivering programmes as on management and structure. This doesn't mean we are there, but I think we have a very clear vision and a very clear focus of where we want to go. The distinguished delegate of Namibia also said that we need now, more than ever, *“to plan and execute our programmes in a predictable and sustainable environment.”* That precisely captures my feeling and my mood at this particular moment.

8.4 We have to set a new course, we have to close the transition, we have to reshape UNESCO on more predictable foundations, and focus on the effective execution of our programme. Of course, we must still take care, further on, to avoid diluting expertise, to preserve our leadership, our ability to deliver quality services in a new framework, a new environment. This point was made by practically all of you. In this spirit, Madam Chair of the Executive Board – you said something which rings very powerfully here. Allow me to quote you. You said, *“UNESCO must not be reduced to dollars and cents – it is more than just its budget.”* And many of you shared this vision, the vision that UNESCO has to be, and continue to be, true to its mandate. This is also about adapting to the changing environment, how we respond to the needs of transforming societies, how we advance the cause of human rights and dignity as the basis for justice and equality. Here I think the words of the distinguished Ambassador of Japan are very pertinent when he said that *“UNESCO must remain able “to realize its founding philosophy ... to promote peace and sustainable development.”* Many of the speeches also reminded us that we must not miss the wood for the trees. We must keep this big picture in mind, guided by our shared values, by our common mission, which is all too relevant today.

8.5 So this is the spirit in which I see the question, which was, I think, rather a rhetorical question, addressed to all of us by the distinguished Ambassador of Gabon. It was a very pertinent question that I ask myself often: *“What will UNESCO leave for future generations?”* I think this is something that really needs to be thought about. We have to move forward with this question in mind. This also means that we must ensure that what we do today at UNESCO is very much in line with shaping the world we want to see tomorrow.

8.6 I know that I probably cannot address all the issues you have raised, but your speeches are very much a part of the general debate, and I know that some of these questions will also be discussed during the Commissions. Allow me, nevertheless to concentrate on some really important cross-cutting issues that have been put forward in this debate. I would like to say a little more

on UNESCO's involvement in setting the post-2015 sustainable development agenda. Let me say that this is extremely important. I would say it is THE issue nowadays within the multilateral system and the United Nations, if only because it is very strongly linked with the achievement of the United Nations Millennium Development Goals (MDGs). I would like to reassure you that I'm unrelenting in all our activities where the achievement of the education for all (EFA) goals and the MDGs is concerned. UNESCO also has other aspects to focus on apart from EFA: those relevant to gender equality, or relevant to HIV and AIDS, water and sanitation. I think it's extremely important that when we enter into this debate about the post-2015 agenda, we don't forget about the challenges of today because we still have two years to go and we still have to make this "Big Push" we are talking about. I think one of the main challenges nowadays in our efforts in all these areas is how we accompany our Member States to make this happen. When I visited your countries (and I'm very grateful to all of you that have acknowledged the importance of these visits to your countries for different reasons), I have promoted girls' education, women's literacy or sustainable development, or participated in some of your International Literacy Day 2013 celebrations, big advocacy events or big cultural or intercultural events, because I firmly believe that UNESCO is not only in Paris, this beautiful city. When we are here of course we enjoy the beauty of Paris. But UNESCO is there wherever the challenges are. I've been trying to be the advocate as well as the partner of your ministries and your governments in order to tackle these challenges. I firmly believe that this two-year period is crucial so that we then move on with a better prospect of pursuing sustainable development for the future.

8.7 The big question here, of course – and I will invite you all to discuss this issue – is how to make the natural transition from the current MDGs to the new possible future set of goals, because they should not in any way be either parallel goals or an interruption of this effort. It has to move forward in a natural way, but very fast. I'm very much looking forward to the General Conference, because I know that, apart from the debate we are having here, there will also be a Leaders' Forum where some of the Heads of States and Governments of your countries and Ministers will participate on the post-2015 agenda. Then there is the possibility of in-depth discussions in the relevant Commissions based on experience and your own view of the needs of your countries and societies to move forward in this direction. Of course, I know that there are two processes. One is the inter-agency process, and we have now also entered into the intergovernmental process. As I'm sure you know from your colleagues in New York (because New York is the place where the Open Working Group was launched and I'm sure your colleagues in New York from the Permanent Delegations are keeping abreast with what is happening there). I still want to share with you the important areas in which we have been involved, although in fact the work has just now started with the launch by the Secretary-General last week of work on the post-2015 agenda.

8.8 One important process that we have been engaged in – I have mentioned it but allow me just to say a few more words – were the global consultations on the post-2015 agenda, which of course you know is driven by you, Member States and facilitated by our partners from UNICEF together with UNESCO. It ended with a meeting

in Dakar earlier this year facilitated by Canada, Senegal and Germany. I know that many of your Ministers participated in these consultations. and I have submitted two documents to the current Executive Board and the previous Executive Board session in order to be very open and transparent, although I know you have these documents from your own Ministries and your colleagues in New York. Let me say that UNESCO's message for post-2015 draws on a clear vision of human development, where the social, the economic and the environmental are a single agenda. This is how the Rio+20 United Nations Conference on Sustainable Development outcome document, *The Future We Want*, actually came about. And here I agree fully with the distinguished delegate of Ethiopia who spoke on behalf of the Africa group, who said: "*Development is an inclusive, multidimensional phenomenon whose various aspects cannot be understood in isolation from each other.*" I thank the Africa group for giving us a very precise view of how we should pursue the interdisciplinarity and interconnectivity of these different goals for the future. It was precisely in this spirit that we have contributed to, and facilitated, inter-agency discussions within the United Nations Development Group (UNDG) and the Chief Executives Board (CEB), at the international, regional and national levels. All the work we have done already has been provided to the Open Working Group. So the global consultations on education facilitated by Member States have reached agreement on an overarching goal which is to achieve "equitable quality lifelong education and learning for all". This is the outcome of that effort. Of course, this is, I would say, most important, as the statement of the philosophy, the formulation of the goal, but it has to be filled out with substance and further elaborated to include all the different components. I think we need your input, too, during the deliberations so that when we come out of the General Conference we will know very clearly where the Member States and UNESCO should lead this discussion.

8.9 We have also moderated an e-discussion on education for sustainable development (ESD) within the framework of the Global Thematic Consultation on Environmental Sustainability. I think UNESCO could take a cross-cutting approach to environmental protection and ESD. I think it's an interesting discussion, as is the suggestion that the distinguished delegate of Korea made during this debate for the setting up of a task force to ensure UNESCO drives forward the post-2015 education agenda. I can also inform you that in October the EFA Steering Committee will create a task force on the post-2015 education agenda, though of course that is inter-agency so I find the proposal of the distinguished delegate of the Republic of Korea very pertinent in terms of the intergovernmental process. I would also like to see this task force working very closely with New York, with your colleagues in the Member States, in order on one hand not to duplicate the work that is being done, and on the other to go in the same direction. We would like to lead this here at UNESCO.

8.10 The inter-agency consultations that I mentioned on environmental sustainability in which we were invited to participate highlighted the need to strengthen the science-policy-society interface as an enabler for sustainable development. We see this as very much in line with our vision of the importance of this science-policy-society interface. We believe there were also some questions put forward by you, by some of your delegations – on the need to strengthen this and inviting UNESCO to

participate. I think we should really be very happy, that only last week the Secretary-General approved and officially launched, during the new MDG event, the establishment of the Scientific Advisory Board, announcing that he had entrusted UNESCO with hosting this and guiding the deliberations. I think this will show the synergy between our expertise, our ideas and the experience we have in the different areas, and also in working with other agencies, because it is the outcome of months of broad, extensive consultations with agencies and the scientific community. We have brought to it everything we have, this huge network that we have, and I'm sure that this will be a very important contribution by UNESCO to this important work on sustainability.

8.11 The Global Thematic Consultation on Water is something else we have very much taken on board, and we have been participating in the discussions about water security and water cooperation. The UNESCO Intergovernmental Oceanographic Commission (IOC) is working with the United Nations Development Programme (UNDP), the International Maritime Organization (IMO), the Food and Agriculture Organization of the United Nations (FAO), and the United Nations Department of Economic and Social Affairs, on the follow-up to Rio+20.

8.12 We are also participating in the Global Thematic Consultation on Governance. This is where we contribute, with the importance of independent media and freedom of expression. We are also promoting the importance of ICTs for sustainable development through our chairmanship this year of the United Nations Group on the Information Society. I will return a little later to culture and development, but let me just that we are also supporting some Member States in shaping the post-2015 agenda by giving some very concrete examples of how this can bring sustainability to the system.

8.13 Before going into culture and development, I still want to say a little more on education because I know that this is something that is very high in our priorities. What we have done, and what we have planned to do in the run-up to the 2015 deadline, is very important. As we say, we support governments in accelerating achievement, starting with the regional conferences we will organize next year. I would particularly like to thank Thailand, because we start with the Asia-Pacific regional conference which is very well supported by Thailand. Then we will move on to other regions, ending with the Global EFA Conference in the Republic of Korea in 2015. This is something we think will mobilize enormous resources: an enormous drive, I would say, towards better results in education, national, regional and international, both in terms of financing and of giving priority to education. We do feel there is still a need to raise the profile of education globally. I think the Secretary-General's Global Education First Initiative, – and I would really like to thank you for the support you have expressed here – has an impact from different standpoints. Of course it's a huge advocacy initiative, working closely with the World Bank, the other United Nations agencies and the United Nations Special Envoy for Global Education, Mr Gordon Brown. By creating synergy between everyone's efforts, we see results, and although they may be modest, we see that in the last year the numbers of out-of-school children decreased by 2 million. That may be modest, against the background of the 57 million children still out of school, but I think the acceleration is obvious and the tendency is definitely there. I also see a lot more commitment by many member

countries to put the importance of education in their national policies, with different emphasis of course depending on the concrete situation, be it on out-of-school children, or in early secondary school tackling drop-outs. I also think the "Big Push" initiative for EFA acceleration in Africa that we have launched, and many countries have already joined, is resulting in acceleration frameworks being adopted.

8.14 In this process, many Member States including some here in this Board (I particularly want to recognize Indonesia and India) have underlined the pivotal role of teachers and the need for UNESCO to invest in improving their quality. So I think that, in making the final push towards 2015, we can already identify some of the elements of post-2015 because we cannot move forward if we don't look at the quality of education and teachers. I think this is extremely important. Nowadays teachers are one of the Education Sector's priorities – embodied in the launch of the three-year strategy in 2012 that focuses on bridging the teacher gap, improving teacher quality and informing the global debate. And here I think the substantial project we have already launched with the support of Funds-in-Trust from China for teacher training is extremely important. The International Task Force on Teachers for EFA has produced 10 country studies on effective policies, it recently completed a study on Technical and Vocational Education and Training (TVET) teachers in the Arab region, and it continues to support countries in developing national teacher policies – for instance, in Uganda, Guinea and Mozambique. Here, once again, I would like to emphasize the importance of TVET. I don't have time to go into very much detail but let me say that I myself have launched several successful projects with the Korean Funds-in-Trust on TVET, with a particular emphasis on teacher training for TVET. We also have some important partnerships with the private sector that focus once again on teacher training for TVET and one of them is on TVET for girls, on the sensitive teaching of TVET for girls' education, which I think is also important.

8.15 In November, in Kinshasa in the Democratic Republic of Congo, the 6th International Policy Dialogue Forum will take place, to share knowledge among policy-makers, practitioners and researchers on teachers – another important milestone, I would say, in setting the right policies. The Global Campaign for Education (GCE) and Education International, two members of our steering committee on the Global Education First Initiative, powerful advocates and non-governmental international organizations, are joining us, and with them we continue advocacy to keep teachers high on the education agenda in the run-up to 2015 and after. In addition, let me mention that the next *EFA Global Monitoring Report* that we are preparing will be launched in January, and it explores the importance of investing wisely in teachers, including examples of successful policies around the world.

8.16 So, ladies and gentlemen, as we strive to meet the education goals, we must promote learning to tackle the challenges of the twenty-first century. Here of course, fostering global citizenship, which is the third pillar of the Global Education First Initiative, comes to mind. Here let me again thank the Government of the Republic of Korea and the Asia-Pacific Centre of Education for Intercultural Understanding for organizing, earlier this month in Korea, the first Technical Consultation on Global Citizenship Education. I think this is a very important concept. I'm happy that Thailand is taking this further forward in

December in Bangkok, where we will have a UNESCO Forum on Global Citizenship Education. I think this is important because we speak about youth, we speak about how important youth is in our societies nowadays and we speak about learning, about what kind of citizens we want youth to become when they join their communities and societies as adults. This brings to mind what the distinguished Ambassador of Egypt said during the debate: that we cannot build a culture of tolerance, we cannot give youth a future, without education, without the relevant skills and without the values I would say we expect from them as citizens in their communities and societies. So I think this too is very innovative work, this is about being intellectual leaders, this is about the laboratory of ideas, this is about UNESCO leading the global debate, which maybe is different from what some of the other partners within the United Nations system do, but I think it's crucial. And I'm happy that many of you have emphasized this kind of important foresight and intellectual leadership of UNESCO, as a laboratory of ideas and a driver of positive change in the world.

8.17 Thinking about the changing world environment we are working in nowadays, all these tendencies were mentioned by the distinguished Dr Karan Singh from India, who said: "As migration and technology shrink the world" – it's very nicely said – we speak about globalization expanding the world but, you put it nicely that they shrink the world – "pluralism and multiculturalism must become the norm, and not the exception – our educational systems should understand, recognize and promote this." And later on I think this was very well complemented by the distinguished Dr Rachman of Indonesia, who said: "Let us learn to become more intelligent, and to do to become strong, and to be to have dignity and wisdom, and to live together to establish peace and prosperity." Once again, this is about education, this is about our mandate.

8.18 Some of you have asked us also to rethink the global education agenda, and here I would like to mention the distinguished delegate of Uzbekistan who noted the importance of the exercise of the inclusive review of the two reports, the Faure and Delors reports, something that we are undertaking right now. I think the Senior Expert Group, with NGO representation, which will also report to the spring session of the Executive Board, will very much be guided by the same spirit, because there are other challenges that have been mentioned as a global tendency.

8.19 Many of you mentioned the important work on the vulnerability of society and especially the small island developing States. I mention the distinguished representatives of Papua New Guinea, Barbados and Grenada because the three countries placed strong emphasis on SIDS. Last week I was invited to participate, with the Prime Ministers of Nauru and Samoa, in an important discussion in New York to share UNESCO's perspective on how we can accompany and support small island developing States in their vulnerability to climate change and natural catastrophes. We also spoke about education for sustainable development (ESD) and our work with the Intergovernmental Oceanographic Commission (IOC), climate change education and the contribution of all the sciences to sustainable development. They also invited us to participate in the very important conference in September next year in Samoa, the Third International Conference on Small Island Developing States, which is very much awaited by everybody. And I'm extremely happy that during the

General Conference we will sign a renewed and updated agreement between UNESCO and the Caribbean Community (CARICOM) initiated by us, which we have been working on this last year. We will strengthen our cooperation, and put very concrete activities into this Memorandum of Understanding.

8.20 I know also that education for sustainable development is a concern very much shared by many of you. I have a lot of things to say and I don't have time, but let me just say that, as we prepare for next year's World Conference on Education for Sustainable Development – and thanks once again to Japan for supporting and initiating this important conference in November 2014 in Aichi-Nagoya – we are very well advanced in our preparation and are working not only in the area of policy advice but in very concrete field projects in many parts of the world.

8.21 I would like also to mention another important issue linked with education. I'm very grateful to the distinguished delegate from China, who expressed his support for organizing next year a conference on higher education, generously hosted by Ethiopia, to review the 1981 Regional Convention on the Recognition of Studies, Certificates, Diplomas, Degrees and Other Academic Qualifications in Higher Education in the African States (the Arusha Convention), if it is approved by the 193rd session of the Executive Board. I think this will be an important contribution by UNESCO to higher education in Africa alongside our other important work there on open education resources, new technologies and ICTs in education, because we know that, as higher education goes more and more global, its importance has of course increased for many countries and this review will ensure diplomas and degrees are recognized as widely as possible. This is essential for building knowledge societies for the twenty-first century.

8.22 This is also linked with what we are doing in the area of communication and information, which of course is vital for building inclusive, knowledge societies. Let me mention, among other things, that our cooperation with the International Telecommunications Union (ITU) is, I would say, becoming stronger within the Broadband Commission. This year's meeting of the Broadband Commission on 20 September in New York under the co-chairmanship of Carlos Slim from the private sector and President Kagame, with the participation of governments, the private sector and academia took a very important step when it approved the report on women and ICTs, "*Doubling Digital Opportunities: Enhancing the Inclusion of Women & Girls in the Information Society*" and UNESCO also contributed substantially to this. We have also continued to deepen our work on education and ICTs, also, I believe, with the emphasis on broadband and also open access to education in broadband. We are concentrating on education, though of course the Broadband Commission covers health, gender equality and economics, this still important area for us.

8.23 I would also highlight the importance of the work we are doing on open educational resources and of course we will follow up on the World Open Educational Resources Congress that was held here. I would also like to thank delegations for highlighting UNESCO's role in promoting freedom of expression and media development, and also for their continued support, in particular, for the very concrete projects we implement on the ground. I am convinced that we will continue to lead the United Nations

system in strengthening action to protect the safety of journalists and halt impunity, and also to support the roll-out of the United Nations Plan of Action on the Safety of Journalists and the Issue of Impunity. What I can also say here at this time with satisfaction is that more and more of the other agencies like the United Nations Development Programme (UNDP) are taking on board some of these important ideas, so I would say we are not afraid here of mission creep. I think it is extremely gratifying for us to see that other agencies also are taking on board the implementation of this plan of action.

8.24 Just one last word on South-South cooperation. Let me say I'm echoing in this respect the distinguished Deputy Minister of Viet Nam in encouraging and recognizing the important work that the Association of South-East Asian Nations (ASEAN) Secretariat has done with our team here at UNESCO. We have finalized the work. I'm very happy to announce it and I hope that in the very imminent future it will go to the Executive Board, and hopefully after the General Conference we will find the right time to sign this new Agreement between this very dynamic community and UNESCO.

The Director-General continued in French

8.25 Permettez-moi maintenant, Mesdames et Messieurs, de continuer par quelques commentaires sur d'autres sujets évoqués. Je prends bonne note de certaines des opinions exprimées ici, comme celles de Sainte-Lucie sur le réalisme ou celles de l'Autriche sur le pragmatisme, ainsi que du besoin d'avoir des idées innovantes, avec par exemple les « villes du savoir », évoqué par le distingué représentant de la Chine. Il y a de l'espérance dans les commentaires du Zimbabwe et du Brésil sur l'utilisation pédagogique de l'Histoire générale de l'Afrique. Vous savez combien je suis attachée à ce projet, menacé il y a quelques années, mais qui connaît aujourd'hui une nouvelle jeunesse. Je suis très reconnaissante au Brésil de son soutien, mais je dirais que ce résultat n'est pas dû au hasard. Il y a eu une forte mobilisation de notre part, de ma part, mais aussi de la part de nombreux pays, dont le Brésil, l'Angola, le Zimbabwe et le Burkina Faso, et je suis sûre que l'on gardera la conviction qu'il est important d'avancer dans ce projet. Il y a de l'espérance dans le fait que le Brésil a décidé de rejoindre l'initiative SESAME au Moyen-Orient. Je le félicite pour cette décision qui montre que la science a le pouvoir d'unir les peuples et j'espère que d'autres soutiens viendront s'ajouter. Il y a aussi de l'espérance dans les manuels scolaires en faveur de l'éducation à la paix, élaborés avec l'appui financier de la Communauté économique des États de l'Afrique de l'Ouest (CEDEAO) au Siège de laquelle je me suis rendue récemment, quand j'étais à Abuja. Nous nous sommes mis d'accord avec le Secrétaire général de la CEDEAO pour renouveler notre accord de coopération.

8.26 Permettez-moi d'évoquer à présent la question de la culture et du développement parce qu'elle me paraît importante. J'accueille avec une grande satisfaction les déclarations de beaucoup d'entre vous : l'Italie, la République de Corée, le Brésil et bien d'autres, qui avez soutenu notre plaidoyer pour la culture et le développement, et le projet d'une résolution forte à la prochaine Conférence générale. Comme la République de Corée l'a bien dit : « *La culture n'est pas un facteur additionnel, mais un moteur central du développement* ». Je cite de même l'Ambassadrice de l'Italie : « *Si la culture*

a besoin de l'économie pour se développer, l'économie a également besoin de la culture pour consolider toute action qu'elle entreprend ». Je vois qu'il existe des arguments puissants en faveur de ce plaidoyer et je suis plus convaincue que jamais que nous allons construire ensemble une position forte sur le sujet et continuer d'affiner des arguments.

8.27 Cela fait plus de 10 ans que l'UNESCO présente des faits et des chiffres prouvant les liens entre culture et développement : elle l'a fait à la Conférence de Stockholm, dans le rapport intitulé *Notre diversité créatrice*, dans les énoncés de nos Conventions de 2003, de 2005, mais aussi de 1972, dans la Déclaration de 2001 sur la diversité culturelle, et tout récemment dans le compte rendu des 18 projets financés par le Fonds PNUD-Espagne pour la réalisation des OMD, dont vous avez tous reçu copie. Cependant, nous devons mieux les expliquer, les exploiter, les mettre en scène, pour reprendre les termes de l'Ambassadeur de la République de Corée. C'est pour cela que je lancerai, le 14 novembre prochain, pendant la Conférence générale de l'UNESCO, le Rapport mondial des Nations Unies sur l'économie créative, rédigé par notre Organisation en coopération avec le PNUD et bien d'autres partenaires. Ce rapport contient des exemples et des données chiffrées montrant le poids de la culture dans le développement, ainsi que la force de la créativité et de l'innovation à l'appui du développement durable. Je suis évidemment favorable à l'accélération de ce dialogue au sein de notre Conseil, afin de donner aux États membres les outils nécessaires pour mener ce plaidoyer et inscrire la culture dans l'agenda post-2015, car si ce débat a lieu d'abord à New York, avec les États membres, il nous faut trouver ici des solutions, des décisions et des arguments forts pour les communiquer à New York. Je crois, comme la majorité d'entre vous, que la clé du succès, le bras armé de ce plaidoyer, ce sont nos conventions, ces conventions qui forment un tout. Je remercie les Ambassadeurs, notamment celui de l'Italie, de l'avoir souligné. Je suis tout à fait d'accord avec la Fédération de Russie qui estime que le fonctionnement actuel des conventions doit être repensé. C'est précisément pour cette raison que j'ai engagé un dialogue ouvert sur ce point et que, comme je l'ai annoncé, une réunion y sera consacrée en novembre. Vous l'avez dit, et c'est capital : la plus grande force de l'UNESCO n'est pas celle de l'argent mais celle des idées, de la réputation, du prestige, et, comme l'a très bien observé l'Ambassadeur de la Slovaquie, de la crédibilité. C'est là mon seul objectif et ma seule préoccupation.

8.28 Vous avez également pu le voir avec la Convention de 1970, qui, vous le savez bien, me tient beaucoup à cœur. Je remercie tous ceux qui ont souligné nos efforts visant à renforcer cette convention : l'Équateur, le Mexique, le Pérou, l'Égypte, la République bolivarienne du Venezuela, et le GRULAC en général. Il est extrêmement important que la Convention de 1970 soit fonctionnelle, opérationnelle et donne des résultats. Vous avez aussi mentionné l'importance historique de la deuxième Réunion des États parties à la Convention, et les diverses réunions organisées pour fixer des lignes directrices. Je me sens autorisée à dire que cet élan donné à la Convention de 1970 n'est pas tombé du ciel. Vous savez que j'en ai fait une priorité. J'ai accéléré, avec votre accord, la mise en place du Comité subsidiaire. J'ai puisé dans le Fonds d'urgence et nous avons travaillé

ensemble à cet effet, mais nous avons besoin d'un soutien accru de votre part, y compris sur le plan financier.

8.29 Je voudrais aussi mentionner la restitution, très importante et très émouvante, de deux statues khmères au Royaume du Cambodge par le *Metropolitan Museum* de New York, à laquelle j'ai eu l'honneur d'assister lors de la dernière session du Comité du patrimoine mondial tenue au Cambodge au mois de juin dernier. Permettez-moi de saisir cette occasion pour remercier à nouveau très chaleureusement le Cambodge d'avoir accueilli cette session et de soutenir ainsi l'UNESCO. C'est un parfait exemple de l'importance de la Convention de 1970, et avec ces statues, c'est un peu de l'identité khmère qui a retrouvé son pays d'origine en traversant l'océan. Permettez-moi aussi d'ajouter que ce processus de restitution s'est déroulé avec la médiation et le concours de l'UNESCO, de notre Bureau et de nos collègues du Secteur de la culture. Comme l'a si bien évoqué ce matin la distinguée représentante du Bangladesh en citant la Première Ministre Sheikh Hasina – qui exprimait cette conviction devant l'Assemblée générale des Nations Unies, ce dont je la remercie très vivement –, « la culture est constitutive de l'identité de chacun des membres des Nations Unies ». Je sais que le Bangladesh compte parmi les membres les plus enthousiastes du groupe des amis de la culture et du développement à New York, et je lui en sais gré. La restitution en question est un parfait exemple de l'efficacité de la coopération entre l'UNESCO, les gouvernements et le partenaire principal qu'est le *Metropolitan Museum*. C'est également un exemple de l'impact du travail que nous accomplissons au grand jour, mais aussi parfois en coulisses, par la médiation, au niveau qui convient. Nous continuerons d'agir ainsi, encouragés par ces résultats.

8.30 Mesdames et Messieurs, permettez-moi d'ajouter quelques mots au sujet du patrimoine culturel menacé. Le Danemark au nom de l'Union européenne, la Fédération de Russie et bien d'autres l'ont évoqué, et je suis très encouragée par votre appréciation des efforts que nous faisons pour protéger le patrimoine culturel menacé, que ce soit en Iraq, au Mali, en Syrie ou en Égypte. Je souscris aux interventions qui soulignent l'importance de notre mandat technique, qui doit permettre la mise en œuvre des décisions du Conseil exécutif lorsqu'il s'agit d'évaluer l'état du patrimoine culturel. C'est précisément dans cet esprit que j'ai déployé des efforts depuis janvier dernier auprès de toutes les parties concernées afin de permettre l'envoi d'une mission technique par le Centre du patrimoine mondial, le Conseil international des monuments et des sites (ICOMOS) et le Centre international d'études pour la conservation et la restauration des biens culturels (ICCROM) dans la Vieille Ville de Jérusalem, en accord avec les décisions du Conseil exécutif et du Comité du patrimoine mondial. Cette mission n'a pas pu avoir lieu à ce jour. Je ne peux que réitérer ce que j'ai dit lors des deux précédentes sessions du Conseil, à savoir que l'UNESCO est plus forte et plus crédible lorsque ses décisions sont prises par consensus. J'invite donc les parties concernées elles-mêmes à redoubler d'efforts pour que l'UNESCO puisse s'acquitter de sa mission et mettre en œuvre les décisions de ses organes directeurs.

8.31 Je remercie également la Commission européenne pour son soutien dans de nombreuses situations où le patrimoine est en danger, notamment au Mali, où la restauration du site du patrimoine mondial de Tombouctou a été lancée, en pleine coopération avec le

gouvernement. Je suis très heureuse d'avoir pu rencontrer hier M. Keïta, le nouveau Président du Mali, à qui j'ai exprimé mes remerciements pour son intervention devant l'Assemblée générale des Nations Unies sur le rôle de l'UNESCO. Je remercie en outre la Commission européenne pour notre engagement en faveur de la protection du patrimoine en Syrie. En réponse au distingué délégué du Royaume-Uni, je rappelle que nous avons en effet de nombreux débats sur l'action de l'UNESCO dans ce domaine, au niveau qui nous paraît le plus utile : réunion technique de tous les experts concernés ici le 29 août sur la protection du patrimoine en Syrie, atelier de formation pour les professionnels de Syrie et d'autres pays de la région en février à Amman... Je tiens le généreux soutien de l'Union européenne comme la meilleure preuve de notre pertinence et ne doute pas que ce partenariat jouera un rôle déterminant dans la mise en œuvre de notre action sur le terrain et la prise en compte des besoins spécifiques identifiés par les homologues techniques locaux en charge du patrimoine culturel au niveau national.

8.32 Mesdames et Messieurs, des questions ont été posées au sujet de l'activité de l'UNESCO concernant le « capital immatériel » : l'intelligence, la culture, les savoirs, la créativité, l'innovation. Vous avez aussi beaucoup parlé de la philosophie qui doit nous guider, de l'intelligence et de la créativité avec lesquelles nous devons mener notre travail malgré des moyens limités. Je remercie infiniment l'Indonésie de sa jolie formulation : « *Apprenons à être plus intelligents, à nous servir non seulement de notre corps mais de notre cœur* ». Cela définit exactement le mandat de l'UNESCO et correspond à notre plaidoyer pour l'éducation, pour l'inclusion sociale, pour la culture et le développement. Nous menons le même travail dans les sciences. Je rejoins totalement l'Ambassadrice du Gabon dans son plaidoyer en faveur du pouvoir des sciences, de la technologie, de l'innovation pour le développement durable. Lors de mes visites dans votre pays, Madame l'Ambassadrice, j'ai vu toute l'attention que votre Président et votre gouvernement accordent au développement des sciences, notamment pour la santé et l'éducation. Je me réjouis tout particulièrement de voir que vous mettez aussi l'accent sur la science et les jeunes filles, et sur le développement des sciences dès le plus jeune âge à l'école. Très touchée par vos paroles, j'ai demandé à notre Secteur des sciences exactes et naturelles de nous procurer des kits pour pouvoir les présenter au Conseil exécutif et aux ambassadeurs. Ce n'est pas un équipement très spectaculaire ni très complexe, il est fait de plastique, mais ce sont les kits que nous distribuons dans les écoles pour y mener, en laboratoire, des travaux de recherche concrets. Notre action sur cet aspect de l'éducation doit être renforcée, particulièrement en Afrique. Je suis tout à fait d'accord pour considérer que la lutte contre la pauvreté, que beaucoup d'entre vous ont évoquée, passe par l'éducation, mais elle passe également par les sciences. C'est aussi ce qu'ont souligné les distingués représentants du Kenya, du Ghana et du Malawi : il faut mettre davantage l'accent là-dessus dans le cadre de nos interventions.

8.33 Comme l'a indiqué la distinguée Ministre du Ghana, la science a besoin d'institutions et de lieux pour grandir : c'est l'objectif du Réseau mondial des réserves de biosphère (RMRB) et du Programme MAB pour un développement rapide de la science. J'ai dit à plusieurs reprises que la science avait besoin de professionnels et d'ingénieurs, et c'est pourquoi l'UNESCO multiplie les

projets de formation, d'éducation à la science, de soutien aux politiques scientifiques. Au Gabon, l'UNESCO a par exemple organisé en septembre dernier un atelier sur le Programme mondial des expériences de microsciences. Plus de 50 enseignants en sciences ont été formés et amenés à faire des expériences de chimie. En marge de cet atelier, une exposition sur le thème de l'eau a marqué la célébration de l'Année internationale de la coopération dans le domaine de l'eau. Les enseignants qui ont participé à cet atelier sont repartis avec des affiches sur le cycle de l'eau pour les exposer dans les classes des écoles primaires et secondaires, et le Gabon va développer, à partir du kit que je vous ai montré, ses propres kits éducatifs scientifiques en direction des filles. Je salue cette action du Gabon. La science a par ailleurs besoin de tribunes de dimension mondiale pour partager les bonnes pratiques et faire entendre la voix des scientifiques. Permettez-moi à cette occasion de saluer l'organisation par le Brésil, conjointement avec la Hongrie, du Forum mondial sur la science qui aura lieu à Rio du 24 au 27 novembre 2013. Je suis sûre que ce Forum délivrera des messages importants sur l'interface entre science et politique. Organisé pour la première fois en dehors de Budapest, ce forum constitue une opportunité majeure pour rassembler les forces de toutes les sciences, avec le concours de la Hongrie. Encore une fois, je remercie l'Ambassadrice de cette coopération.

8.34 Permettez-moi aussi de joindre ma voix à tous ceux qui ont exprimé leur attachement à la Commission océanographique intergouvernementale (COI), notamment la Corée, Monaco, la Grenade, et la République bolivarienne du Venezuela au nom du GRULAC. Je suis convaincue que le rôle de cette Commission est extrêmement important dans le partage des données et les sciences océaniques, pour les plus vulnérables, pour les petits États insulaires en développement, dans le domaine du changement climatique et dans bien d'autres domaines. C'est pourquoi j'ai voulu que, dans le plan de dépenses, le budget global de la COI reste identique à celui qui était prévu. Mais comme je l'ai dit hier, je suis parfaitement consciente des difficultés qui se posent et que nous devons résoudre ensemble. Je précise que l'Assemblée de la COI a décidé de créer un groupe de travail sur l'avenir de la Commission, qui évaluera le travail de cette dernière et examinera les moyens de le poursuivre ; ce groupe de travail est bien évidemment formé par vos représentants.

8.35 Beaucoup d'entre vous se demandent comment agir mieux avec les moyens restreints dont on dispose. C'est un peu comme résoudre la quadrature du cercle. Beaucoup parmi vous ont appelé à renforcer les activités, à ne pas ralentir, à ne pas restreindre certains domaines d'action, à nous concentrer, à ne pas abandonner ce qui fait notre richesse. Laissez-moi vous dire que mon cœur est avec vous. J'entends les appels demandant à « faire plus avec moins », ce qui est un peu devenu la devise du Conseil exécutif au cours de ce biennium. Permettez-moi de rappeler ce que j'ai dit hier : ce processus est en cours, et pour ce qui touche au personnel, nous avons besoin de la décision du Conseil exécutif concernant le plan de dépenses, de la décision de la Conférence générale, ainsi que d'autres actions-informations comme le résultat de notre plan de départ volontaire, pour pouvoir présenter un tableau complet et fidèle de la situation. Si des cessations de contrat devaient être décidées, une répartition serait effectuée entre postes vacants et postes pourvus. Il faut

savoir cependant dépasser les effets rhétoriques, car la réalité est parfois différente. La situation ne se résume pas à un bilan bancaire, et nous avons déjà fait, au cours de ce biennium, beaucoup plus avec beaucoup moins.

8.36 Je peux vous assurer, Mesdames et Messieurs, que ma responsabilité en tant que Directrice générale consiste à identifier les problèmes, à proposer des solutions et à vous écouter. La réponse ne doit pas être cherchée ailleurs qu'en nous-mêmes : « *du milieu des difficultés, surgit l'opportunité* », comme l'a dit l'Ambassadeur de la République de Corée. L'UNESCO a prouvé, ces deux dernières années, qu'elle avait les ressources nécessaires pour prendre un « *nouveau départ* », selon les termes du distingué Ambassadeur du Congo. À cet égard, il y a certes la situation financière et budgétaire, mais il y a aussi les programmes. Il nous faudra procéder, après la Conférence générale, au renouvellement du programme de réforme sous peine de faire du sur-place. Certains parmi vous, comme le Danemark, le Kazakhstan, l'Union européenne, l'Éthiopie, Haïti et bien d'autres, ont dit que « *le cap des réformes doit être maintenu* ». Je prends toute la responsabilité de vous assurer que mon intention est de gérer cette situation. Il faut un nouveau logiciel de réforme, une réforme 2.0 qui passe par une meilleure intégration des différents outils de réforme : améliorer la cohérence, définir de nouvelles cibles et de nouveaux indicateurs. Plusieurs défis sont incontournables.

8.37 D'abord, il nous faut imaginer de nouvelles modalités de travail. Vous m'avez donné beaucoup de bonnes idées : l'utilisation de notre réseau de centres de catégorie 2 et de chaires UNESCO a été évoquée par la Corée, le Burkina Faso et le Kazakhstan. J'admets que c'est un réseau unique, qui permet de faire plus avec moins, de gagner en impact avec des moyens réduits, tout particulièrement dans le domaine des sciences. Je pense notamment au Centre international pour la coopération Sud-Sud dans le domaine des sciences, de la technologie et de l'innovation (ISTIC) en Malaisie, qui, comme je l'ai dit hier, joue un rôle essentiel, mais aussi à beaucoup d'autres centres de catégorie 2. Je salue ainsi le nouveau Centre international créé en Espagne sur les réserves de biosphère de la Méditerranée. Il existe aussi d'autres centres relatifs à l'eau. C'est un énorme potentiel de travail. Dans le même esprit, nous avons d'autres réseaux de partenaires. Je pense à la Coalition internationale des villes contre le racisme, qui est un vivier à exploiter, et je salue le lancement de ce réseau aux États-Unis, dans plus de 60 villes. C'est également le sens de ma réforme hors Siège, et en réponse au distingué Ambassadeur du Royaume-Uni, je dirai en effet que l'enjeu n'est pas d'être partout – et nous sommes loin de l'être – mais d'être efficaces là où nous sommes. En deuxième lieu, nous devons améliorer nos outils de suivi des résultats, comme l'ont souligné la Namibie, le Danemark, le Royaume-Uni et bien d'autres parmi vous. Nous avons déjà nettement amélioré nos documents sur ce point mais il reste beaucoup à faire et nous le ferons. Je suis sûre que ces questions seront abordées dans le cadre du travail des commissions. Enfin, il convient de mieux sérier les priorités, seul moyen « d'éviter un affaiblissement de notre rôle », comme l'a très bien fait observer le distingué représentant de la Chine.

8.38 Mesdames et Messieurs, l'UNESCO a des ressources, et la plus grande d'entre toutes, c'est sa diversité, ainsi que la France l'a mentionné. C'est cet

esprit qui doit nous guider. J'ai entendu aussi des propositions innovantes, des idées qui témoignent que l'UNESCO est bien le lieu du débat intellectuel. J'attends d'un tel débat, au sein du Conseil exécutif et à la Conférence générale, un dialogue animé, constructif, exigeant, pour que le Secrétariat serve au mieux l'intérêt des États membres. Cette diversité est notre force et tous les États membres doivent y participer. Cette diversité doit nous rassembler car comme l'a dit, encore une fois, le distingué représentant de la Chine, « *plus le moment est crucial, plus nous devons nous unir* ». Il est des moments, Mesdames et Messieurs, où l'on perçoit vraiment l'appel de l'espoir, et je crois qu'il nous faut, avant d'aborder la Conférence générale et d'adopter notre Stratégie à moyen terme sur huit ans, avoir des débats approfondis, en étant à la fois réaliste, pragmatique et un peu idéaliste, car si l'on considère notre Acte constitutif, ce sont bien des idéaux d'humanisme qui nous guident. Je crois que nous pouvons le faire, et je suis très encouragée par ce débat extrêmement constructif. Nous avons parcouru avec vous, ces 12 dernières années, un long chemin, semé de difficultés, mais nous n'avons jamais abandonné notre objectif primordial, et je vous remercie de votre engagement en faveur de cette formidable Organisation. Je suis sûre que nous allons sortir de cette session du Conseil exécutif beaucoup plus forts et plus éclairés pour parcourir davantage de chemin. Merci, Madame la Présidente.

9. **The Chair** thanked the Director-General for her reply to the issues raised in the general debate.

١٠ أعرب السيد مطلق (الجمهورية العربية السورية) عن شكره لرئيسة المجلس على حسن إدارتها للجلسات. وهنأ المدير العام على الجهود التي تبذلها لمواجهة الأزمة التي تعيشها المنظمة. وأوضح أن بلاده تواجه هجمة غير مسبوقه من خلال أدوات التضليل الإعلامي والإرهاب التكفيري المدعوم من الخارج، مشيراً إلى أن العالم بأجمعه يعرف ذلك. وقال إن وزارة التربية تحققت من المعلومات الواردة بشأن مقتل طلبة يدرسون في مدينة الرقة. وأبرز أن مدينة الرقة هي المدينة الوحيدة من مدن المحافظات الأربع عشرة التي لم تُقم فيها وزارة التربية الامتحانات النهائية. وعزا ذلك إلى سيطرة جبهة النصرة بالتحديد على مدينة الرقة التي توقفت فيها الدراسة توقفاً تاماً، موضحاً أنه ليست هناك مدرسة تعمل في مدينة الرقة وأن معظم الأبناء وذويهم انتقلوا إلى الريف أو إلى محافظات أخرى تسير فيها الدراسة سيراً طبيعياً. وأكد أنه لم يعد هناك طلبة في المبنى الشار إليه بعد المعارك التي شوهت في الإعلام، الذي اعتبره إعلاماً مضللاً. وأوضح أن ذلك البناء هو في الحقيقة كئنة عسكرية لجبهة النصرة. ودعا الحاضرين إلى التحقق ممن قتلوا لأنه لا يوجد ما يدل على أن القتلى هم من الطلبة ولا توجد مصادر محايدة تؤكد ذلك. وفيما يتعلق بالتحاق الطلبة السوريين بالمدارس، قال إن بلاده تشارك المنظمة القلق الذي يساورها بخصوص الطلبة الذين غادروا إلى خارج سورية، وليس الذين بقوا في المناطق التي تسيطر عليها الدولة، أي المناطق غير الساخنة، فضلاً عن الطلبة - وهم قلة في تقديره - الذين بقوا مع أهاليهم في المناطق التي يسيطر عليها هؤلاء. وأكد أن الدولة أمنت وظائف للعاملين في القطاع العام والقطاع الخاص من أهالي الذين انتقلوا برفقة أولادهم، ونقلتهم بالتحديد إلى مركز عمل دون نقل نهائي لمدة سنة، وسجلت أولادهم سواء كانوا يحملون أوراقاً ثبوتية أو لا، من خلال سير معلومات. وأضاف أن هذه الأرقام لا تصل في كل حال من الأحوال إلى الأرقام الواردة في هذا السياق.

(10) **M. Motlak** (République arabe syrienne) félicite la Présidente du Conseil exécutif pour la façon dont elle dirige les séances, et félicite également la Directrice générale pour les efforts qu'elle déploie pour faire face à la crise que traverse l'Organisation. Il

explique que son pays subit une attaque sans précédent qui est le fait d'instruments médiatiques de désinformation et d'un terrorisme excommunicateur soutenus par l'étranger, au vu et au su du monde entier. Il ajoute que le Ministère de l'éducation a entrepris de vérifier les informations selon lesquelles des élèves auraient été tués dans la ville de Raqqa, et précise que celle-ci est la seule ville des quatorze gouvernorats dans laquelle le Ministère de l'éducation n'a pu organiser les examens de fin d'études. Cela s'explique par la domination que le front an-Nusra exerce sur cette ville, où les études sont désormais à l'arrêt. Aucune école de Raqqa n'est en activité, et la plupart des enfants et de leurs proches se sont réfugiés dans les campagnes alentour ou dans d'autres gouvernorats où les études se poursuivent normalement. Étant donné qu'il n'y a plus d'élèves dans le bâtiment en question suite aux combats dont il a été rendu compte dans les médias, il s'agit, selon lui, d'une tentative de désinformation. Ce bâtiment n'est en fait qu'une caserne utilisée par le front an-Nusra. L'orateur invite les participants à vérifier l'identité des personnes tuées, car rien n'indique qu'il s'agit d'élèves et aucune source neutre ne le confirme. S'agissant de la fréquentation des établissements scolaires, son pays est aussi inquiet que l'Organisation à cause du nombre d'élèves et d'étudiants qui quittent la Syrie, mais non en raison de la situation de ceux qui sont restés dans les régions sous contrôle de l'État, c'est-à-dire les régions épargnées, ou de la situation des élèves - une minorité à son avis - qui sont demeurés avec leur famille dans les autres zones. L'État a garanti les emplois des personnes qui travaillent dans le secteur public ou le secteur privé et qui ont été déplacées en compagnie de leurs enfants. L'État a transféré ces personnes vers des lieux où elles occupent un emploi à titre provisoire, pour une durée d'un an. Leurs enfants ont été inscrits à l'école, qu'ils aient ou non des papiers d'identité, après recoupement des informations. Quoi qu'il en soit, les chiffres réels n'ont rien à voir avec ceux évoqués à ce sujet.

Questions and answers with the Director-General

11.1 **Mr Sudders** (United Kingdom) asked whether the Director-General thought UNESCO was sufficiently well placed when competing with other agencies for extrabudgetary resources from governments. Was it able to communicate how the costs and benefits of funding any given project through UNESCO would compare with funding it through a different agency?

11.2 While he was pleased with much of what the Director-General had said about the post-2015 development agenda, he commented that there was a lack of clear indication of UNESCO's role in the process for setting the post-2015 goals. The papers before the Executive Board offered little guidance about what UNESCO wanted to advocate or what it was trying to achieve. Greater clarity would make it easier for Member States to instruct their delegations in New York more effectively and energize them to work together: that was what he had meant by a new approach to teamwork.

12. **Mr Rachman** (Indonesia) suggested it was time to examine the balance, at UNESCO, between the idealistic and the realistic, the intuitive and the pragmatic, the theoretical and the practical. Had UNESCO shifted, through the implementation of its programmes, from being

a laboratory of thought – an intellectual power – to a political and economic power? Was there research to show that UNESCO's normative standards in education had been captured in the government policy of any Member State, thereby making it more peaceful and prosperous?

13. **Mr Stranzl** (Austria) asked if it was possible for the Director-General to provide a clearer picture about the proposed governance reform, including the review of intergovernmental bodies. On the subject of youth and future generations, he thanked the Director-General for her commitment to the Associated Schools Project (ASP) network. With almost 10,000 schools worldwide, it was an incredible asset and a valuable partner for UNESCO, but it depended on help and further input from the Secretariat. Every investment in it was an investment in UNESCO's future.

14. **M. Adoua** (Congo) souhaite poser deux questions d'ordre pratique. Tout d'abord, préoccupé par l'état de dégradation des bâtiments de Miollis, il voudrait savoir – sans perdre de vue la conjoncture difficile actuelle – si le projet de rénovation des bâtiments des deux sites du Siège est toujours à l'ordre du jour. Par ailleurs, il s'enquiert de la nouvelle affectation des espaces de bureau récemment libérés par certains secteurs à Miollis, en rappelant que des délégations permanentes souhaiteraient disposer de locaux supplémentaires.

15. **Mme Ossakedjombo-Ngoua Memiaghe** (Gabon) remercie la Directrice générale pour son examen d'ensemble et ses précisions sur le kit élaboré au Gabon. Évoquant le lien entre culture et développement et le projet de résolution portant sur cette question, elle demande si des contributions seront demandées aux États membres, qui permettraient par exemple d'apporter des éléments sur la prise en compte des savoirs autochtones et les innovations au niveau des populations locales. Par ailleurs, elle déclare que le Gabon soutient pleinement l'initiative lancée par le Japon et la Chine sur l'analyse de la durabilité. Enfin, elle souhaite obtenir des précisions au sujet du Conseil consultatif scientifique sur le développement durable dont l'UNESCO serait le chef de file, et savoir où serait hébergé cet organisme.

16.1 **The Director-General** described the questions raised as a mix of the philosophical and the pragmatic. In response to the United Kingdom, she said she saw a deeper issue: the right approach was not to compare UNESCO with other organizations or treat them as if they were in competition, but understand their differences and create synergy by giving each one its proper role. Failure to do that led to mission creep. Unlike UNICEF (United Nations Children's Fund), UNESCO was not a fund or programme, but an intergovernmental organization, accountable to its members: therein lay its strength and credibility. In development goals, and in particular education for all (EFA), UNESCO was the obvious leader: an intergovernmental organization uniquely able, working with its Member States, to combine policy setting and standard setting with practical implementation. It was not by chance that the Secretary-General had championed UNESCO's lead role in the Global Education First Initiative (GEFI), but because, with its unmatched power to convene its members and persuade them to implement programmes, it was the embodiment of multilateralism. She cited as an example the work respectively done by UNESCO in launching, and UNICEF in implementing, the

programme on early childhood care and development. After the Moscow Conference in 2010, over 20 Ministers of Education had told her that they had set up such programmes: such as UNESCO's power. But, UNICEF was better placed to provide funds to support implementation on the ground. Goals were achieved by working together. That said, she feared that UNESCO's leadership role might be eroded by lack of resources.

16.2 Responding to Indonesia, she said that UNESCO had always had to find a balance between intellectual and political power. In the early years of the United Nations, the global agenda had been different, with more emphasis on intellectual output, but Member States would now no longer be satisfied with broad strategic outlines alone. UNESCO's role had shifted after the World Conference on Education for All in 1990 in Jomtien, when it had become clear that education was crucial to sustainable development. If in the present climate UNESCO confined itself to an intellectual role in education, it would lose its credibility and become no more than a think tank.

16.3 In response to the question by Austria on reform, she said that, even without the details of the expenditure ceilings, the Organization already knew where it wanted to go. UNESCO was an intergovernmental body in the service of its Member States. They expected, and received, input from the Secretariat, but they, ultimately, took the decisions.

16.4 Poursuivant en français en réponse au représentant du Congo, la Directrice générale précise qu'un plan d'optimisation des espaces de bureau a été examiné et adopté par le Comité du Siège, ce processus d'optimisation ayant débuté l'année passée. Il a été envisagé de louer une partie des espaces libérés à Bonvin. Entretemps, une analyse plus approfondie a été demandée à MSS afin d'examiner les possibilités de revenus, les différentes options et l'éventualité d'un hébergement de l'ensemble des services à Fontenoy. La question de la location des espaces libérés pourrait alors être soumise au Comité du Siège afin qu'il prenne une décision beaucoup plus radicale à cet égard.

17. **Mme Zammouri-Ribes** (Sous-Directrice générale pour la gestion des services de soutien) rappelle que la rénovation des bâtiments de Miollis/Bonvin a fait l'objet d'un Plan directeur, qui a été présenté à la 36^e session de la Conférence générale et dont la mise en œuvre était estimée à 250 millions de dollars en 2011. Une résolution invitait la Directrice générale à rechercher différentes options de financement. Au vu de la situation, ce financement n'est pas réalisable et les ressources disponibles, y compris provenant des activités génératrices de revenus, ne permettent d'effectuer que des travaux d'entretien et de maintenance. La piste étudiée par le Secrétariat est celle d'un partenariat public-privé, dont la faisabilité devra être vérifiée par les services juridiques. Cela s'appliquerait également au site Fontenoy, si une option de gestion plus radicale, comme évoqué par la Directrice générale, était retenue concernant les sites Miollis/Bonvin. S'agissant des locaux libérés dans le cadre du plan d'optimisation des espaces, elle précise que le Comité du Siège a pris la décision, le 15 juillet 2013, de les louer aux délégations permanentes et ONG inscrites sur liste d'attente selon un ordre chronologique. Le Secrétariat a pris contact avec les délégations pour évaluer leurs besoins en la matière.

18.1 **La Directrice générale** partage l'analyse de la représentante du Gabon concernant l'importance des savoirs autochtones et traditionnels en matière de développement. De nombreux projets de l'UNESCO, notamment en Afrique centrale, puisent dans cette expérience (dans le domaine de la gestion de l'eau, par exemple) et s'appuient sur le lien entre diversité biologique et diversité culturelle. S'agissant plus précisément de la création d'un Conseil consultatif scientifique confiée à l'UNESCO par le Secrétaire général de l'ONU, elle dit que des informations à cet égard (composition, mandat...) doivent être transmises très prochainement par courrier. Elle précise que le Secrétaire général a souhaité que cet organisme soit hébergé par l'UNESCO et souligne que des propositions de financement extrabudgétaire ont déjà été faites par certains pays. Elle compte par ailleurs sur la participation

des délégations permanentes aux activités de ce Conseil, dont la mission est de faciliter la collaboration entre l'UNESCO et le cabinet du Secrétaire général.

18.2 Elle conclut en remerciant la Norvège, contributeur important de l'UNESCO, qui, avec la Chine, organise en Éthiopie une Conférence sur l'enseignement supérieur et la reconnaissance mutuelle des diplômes.

19. **The Chair** thanked the Director-General for her answers to the questions raised. She noted with satisfaction that all 58 Member States, as well as the President of the General Conference and two observers, had taken the floor in the general debate, and declared the meeting closed.

The meeting rose at 5.40 p.m.

FIFTH MEETING

Wednesday 2 October 2013, 3.15 – 3.40 p.m.

Chair: Ms Cummins

PRIVATE MEETINGS

Announcement concerning the private meetings held on Monday 30 September and Wednesday 2 October 2013

1. **The Secretary in extenso:**

The Executive Board met in private meeting on Monday, 30 September, under Item 22 of the agenda "Nomination of a candidate to the post of Director-General" to familiarize itself with the procedures it had adopted at its 190th and 191st sessions and to examine the names of the candidates proposed for the post of Director-General. It proceeded to draw lots in accordance with the said procedure in order to determine the order in which the candidates would be interviewed as well as the order in which the regional groups would put their questions.

The Board met again in private meeting on Tuesday, 2 October to interview the candidates to the post of Director-General.

GENERAL CONFERENCE (*continued*)

Item 23: Preparation of the 37th session of the General Conference (192 EX/23 Parts I-IV)

Part I: Revised provisional agenda of the 37th session of the General Conference (192 EX/23 Part I)

Part II: Addendum to the draft plan for the organization of the work of the 37th session of the General Conference (192 EX/23 Part II)

Part III: Venue of the 38th session of the General Conference (192 EX/23 Parts III)

Part IV: Submission of nominations for the offices of President and Vice-Presidents of the General Conference (192 EX/23 Part IV; 192 EX/23.INF)

Nomination of the President of the General Conference at its 37th session

2.1 **The Chair** said that in accordance with Rule 29 of the Rules of Procedure of the General Conference, on the proposal of the Nominations Committee, the General Conference shall, at each ordinary session, elect a President and a number of Vice-Presidents not exceeding thirty-six. In accordance with Rule 35, the Nominations Committee, after taking cognizance of the report from the Executive Board, shall determine and submit to the General Conference the list of nominations for the posts of President and of Vice-Presidents of the General Conference.

2.2 At the previous session of the Executive Board, the Vice-Chair for Group IV had informed the Board that the Government of China had decided to present the candidature of H.E. Mr Hao Ping, Vice Minister of Education of the People's Republic of China and China's Representative to the Executive Board for the office of President of the 37th session of the General Conference and Electoral Group IV had decided unanimously to endorse that candidature, as had the Bureau.

2.3 Since there appeared to be a consensus on the matter, the Chair said that if she heard no objections, she would take it that the Executive Board wished to nominate His Excellency Mr Hao Ping for the office of President of the 37th session of the General Conference.

3. *It was so decided.*

4. **The Chair** said that she wished, on behalf of all the Members of the Executive Board and on her own behalf, to congratulate H.E. Mr Hao Ping on his well-deserved nomination. The Member States of UNESCO gathered in their supreme assembly would benefit greatly from his wisdom and stewardship. She also expressed her appreciation to the Asia and the Pacific group (ASPAC) for providing the Board with the excellent proposal.

5. **The Director-General** said that she wished to congratulate Mr Hao Ping on his nomination and the ASPAC group for its excellent choice. Mr Hao's professional experience in the educational system as Vice-Rector and Rector of Beijing University, studies in international relations, doctoral degree from the Beijing University and work at the University of Hawaii and Berkley University would help him to steer the work of the General Conference. She said that she was particularly glad that Mr Hao would guide the General Conference through an important decision, namely the future strategy of the Organization for the following eight years. His experience, commitment and direct involvement in important decisions in China to support the Organization – through the establishment of funds-in-trust for teaching training, category 2 centres and his excellent proposal to revive the UNESCO Arusha Convention on the mutual recognition of diplomas – meant that he was well-prepared to take on such important decisions.

6. **The President of the General-Conference** said that she wished to congratulate H.E. Mr Hao Ping on behalf of herself and her country. It was a great joy and a privilege for her and for Hungary to pass on the wonderful and important position to His Excellency and to China, a job for which he was well prepared, having displayed a wonderful example of leadership as Chair of the Hangzhou International Congress "Culture: Key to Sustainable Development".

7. **Mr Pannicker** (India) (Vice-Chair for Group IV) said that he would like, on behalf of the ASPAC group, to congratulate Mr Hao Ping, a distinguished diplomat and educationalist, on his nomination and to wish him all the best in his new position.

8. **Mr Dalsgaard** (Denmark) (Group I) said that he wished, on behalf of the Members States of Group I, to congratulate Mr Hao Ping on his election to the honourable function of President of the General Conference. Group I looked forward to working with him and was confident that he would steer the deliberations of the General Conference with safety, a steady hand and good results for all.

9. **Mr Haile** (Ethiopia) (Group V(a)) said that he wished, on behalf of the Africa group and Ethiopia, to congratulate Mr Hao Ping on his new leadership. The support shown by China to education in Africa was highly appreciated and he hoped that it would continue under Mr Hao's presidency.

١٠ هُنَا السَّيِّدُ الدَّرِيْسُ (المَلَكَةُ العَرَبِيَّةُ السَّعُوْدِيَّة) بِاسْمِ مَجْمُوعَةِ الدَّوَلِ العَرَبِيَّةِ نَائِبُ الوَظِيْرِ الصِّينِيِّ عَلى مَنَصِبِ رَئِيْسِ المَوْتَمَرِ، وَقَالَ إِنَّهُ كَبِيْر

بسيرته الذاتية وجاء من بلد كبير بحضارته وثقافته المتنوعة. وأعرب عن تمنياته له بالتوفيق. كما أعرب عن شكره، باسم مجموعة الدول العربية، لرئيسة المؤتمر العام السابقة على ما قدمته خلال العامين الماضيين أثناء رئاستها للمؤتمر العام.

(10) **Mr Aldrees** (Saudi Arabia), speaking on behalf of the Arab States group, congratulated the Vice Minister of China on his nomination for the office of President of the General Conference. He had a most impressive curriculum vitae and came from a country with a great civilization and diverse culture, and the group wished him every success. On behalf of the Arab States group, he thanked the outgoing President of the General Conference for her achievements during her term of office in the previous two years.

11. **La Sra. Sánchez Bello** (República Bolivariana de Venezuela), expresándose en nombre del Grupo III, felicita al Sr. Hao por su elección y se muestra segura de que sus cualidades y competencias, su sabiduría y el bagaje que supone la pertenencia a una gran civilización resultarán sumamente provechosos para los trabajos de la Conferencia General.

(11) **Ms Sánchez Bello** (Bolivarian Republic of Venezuela), speaking on behalf of Group III, congratulated Mr Hao on his election, and said that she was sure that his qualities, skills, knowledge and his insight as a member of a great civilization would be of great benefit to the work of the General Conference.

12. **M. Grexa** (Slovaquie) (Groupe II) fait remarquer, sur le ton de la plaisanterie, que la nomination de M Hao Ping contribue à rétablir l'équilibre entre les sexes au sein d'une organisation dirigée par des femmes.

13.1 **Mr Hao Ping** (China) *in extenso*:

Madam Chair of the Executive Board, Madam President of the General Conference, Madam Director-General, Members of the Executive Board, dear delegates, ladies and gentleman, good afternoon. You have bestowed on me the greatest honour by unanimously nominating me President of the 37th session of the General Conference of UNESCO. It is an honour not only for me, but also for my country, the People's Republic of China. No words are good enough to express my profound gratitude to you for your trust in me and your inspiration to me. I would like to give my heartfelt thanks to the Asia and the Pacific (ASPAC) group for their nomination. I have no doubt that by working together with mutual, unreserved trust and confidence we will come closer to realizing our common aspirations. Of course work and responsibilities lie ahead of us. The forthcoming General Conference will present to us new challenges, as UNESCO will be at a new crossroads of its development. The 2014-2021 Medium-Term Strategy will direct UNESCO into missions to better respond to the demands and pursuits of all the Member States. It could be a long and tough process, requiring solidarity and perseverance from all delegates, but we should not, for one minute, weaken our belief that we will get there.

13.2 I used to work at Beijing University as Professor of History and Vice-President of the university. I also had the honour of serving as the President of Beijing Foreign Study University, which teaches 58 foreign languages and has produced tens of thousands of graduates for China's international exchanges, corporations and

communications. My years working with young people in universities taught me that the better future of the world will depend on the young people of today. Our young people need good multicultural education to learn about the history of the people of the world in order to understand the world of today and to be prepared for the world of tomorrow. The world of tomorrow should be one of peace and equality, free from discrimination based on colour, nationality, language, religion, gender and wealth. Two thousand five hundred years ago, Confucius said: *"When the great way prevails, the world is equally shared by all"*. That is to say, in a harmonious world, people will share amongst each other; all people will have an equal opportunity to happiness regardless of their background. Only in this way can we achieve peace and prosperity.

13.3 I thank you for giving me the privilege of serving as the President of the 37th session of the General Conference of UNESCO. For a successful session that will bring us closer to our goals, I would like to call upon all of you to continue to work in close cooperation under the principles of the UNESCO Constitution. I would also like to ask you to keep in mind and be guided in your work by the aspiration to a better world; a world of knowledge and discovery, a world of justice and peace. To conclude, I would like to quote Tagore whose words have inspired generations of people when faced with challenges and difficulties: *"Reach high, for stars lie hidden in you. Dream deep, for every dream precedes the goal."* Finally, I look forward to working with you. Thank you very much.

Nominations of the Vice-Presidents of the General Conference at its 37th session

14. **The Chair** said that with regard to nominations, in accordance with the Rules of Procedure, of up to 36 Vice-Presidents of the General Conference at its 37th session, the Board had before it a table drawn up by the Bureau of the Executive Board following consultations within the electoral groups. There had nonetheless been some recent last-minute changes, which the Secretary would include as he read out to the Board the names of the Member States proposed.

15. **The Secretary** read out the proposed nominations, including the recent changes, for the offices of Vice-Presidents of the General Conference at its 37th session. Group I would include Germany, Austria, Canada, France, Netherlands and Switzerland; Group II would comprise Russian Federation, Czech Republic, Serbia and Slovakia; Group III would contain Argentina, Brazil, Grenada, Dominican Republic, Saint Lucia, Saint Vincent and the Grenadines and Venezuela; Group IV would include Australia, Pakistan, Democratic People's Republic of Korea, Indonesia, Iran and Sri Lanka; Group V(a) would encompass Gabon, Ghana, Kenya, Nigeria, Democratic Republic of Congo and Zimbabwe; and Group V(b) would comprise Bahrain, Libya, Morocco, Oman, Tunisia and Yemen.

16. **The Chair** asked if she could take it that there was consensus on the nominations for the offices of Vice-Presidents of the General Conference at its 37th session.

17. **Mr Grexa** (Slovakia) (Group II) said that he wished, on behalf of Group II, to propose two additional nominations for the offices of Vice-Presidents: the former Yugoslav Republic of Macedonia and Albania.

18. **The Chair** asked the Executive Board to take note of the two additional nominations for the offices of

Vice-Presidents, which would thus complete the slate for each electoral group. Taking into consideration those additions and changes, the Chair said that if she heard no objection, she would take it that the Board agreed to submit those recommendations to the General Conference.

19. *It was so decided.*

20. **The Chair** said that she wished to express her congratulations on behalf of the Board for the respective nominations and wished them well in their important responsibilities. She informed the Board that she would be presenting the nominations on their behalf to the Nominations Committee in the morning of the first day of the General Conference. The Nominations Committee would in turn present its recommendations to the plenary in the early afternoon of the same day.

**Announcement concerning document 192 EX/17
Parts I-II (37 C/9)**

21. **The Chair** drew the attention of the Board to document 192 EX/17 Parts I and II concerning the Executive Board's activities, both parts of which would be submitted to the General Conference at the opening plenary of the 37th session. She said that the drafting of Part I had been supervised personally by herself, in her capacity as Chair of the Executive Board, and would be examined at the closing plenary meetings of the 192nd session. Part II would be examined by the joint meeting of the PX and FA Commissions. Both parts of the document would reflect the results of the Executive Board's final session of the biennium, enriched with the Board's comments and converted into the equivalent parts of General Conference document 37 C/9. She invited Board Members to examine the contents of document 192 EX/17 Parts I and II, and provide any comments to herself or to the Secretary of the Board.

The meeting rose at 3.40 p.m.

SIXTH MEETING

Friday 4 October 2013, 7.50 – 8.35 p.m.

Chair: Ms Cummins (Barbados)

PRIVATE MEETINGS (continued)

Announcement concerning the private meeting held on Friday 4 October 2013

1. **The Chair** announced that Ms Irina Bokova had been nominated by the Executive Board for the post of Director-General of UNESCO, having obtained the majority of votes recorded. The Chair would submit the nomination, together with a draft contract, to the General Conference at its 37th session. After congratulating Ms Bokova and thanking the other candidates, she expressed confidence that the Board's recommendation would be approved by the General Conference.

٢ هَذَا السيد الرئيس (المملكة العربية السعودية) السيدة بوكوفا على فوزها المستحق، وأعرب عن تمنياته لها بالتوفيق في مهمتها القادمة، وهي مهمة اعتبر أنها لن تكون يسيرة في السنوات الأربعة القادمة، مضيافاً أن الأزمة المالية وأوضاع كثيرة أخرى يطول الحديث عن تفاصيلها، ستكون في مواجهتها. ولكنّه أكد أنها قادرة على مواجهة تلك الأزمات، بدليل أنها أبدت تماسكاً وإخلاصاً كبيرين جداً في المدة الماضية. وإن ذكر بما قاله في عام ٢٠٠٩، عندما فازت السيدة بوكوفا أمام منافسها العربي، ومع أن فوزها الحالي كان على منافسين عربيين أيضاً، فإنه أعرب عن أمله في أن تستعاد الأجواء العائلية التي تسودها المودة والمحبة، وأن تكون ثمة قناعة بأن كل من صوت إنّما صوت للمرشح الذي رآه مناسباً. كما أعرب عن اعتقاده بأن النتيجة جاءت في الصالح الذي تُعقد عليه آمال كبيرة كي يأخذ هذه المنظمة إلى منحة النجاح المأمول.

(2) **M. Aldrees** (Arabie saoudite) félicite Mme Bokova pour sa victoire méritée et lui adresse ses vœux de succès pour la mission qui l'attend. Cette mission ne sera pas aisée dans les quatre années à venir car Mme Bokova aura à affronter la crise financière et bien d'autres questions qu'il serait trop long de détailler. L'orateur est toutefois convaincu que Mme Bokova est parfaitement capable de faire face à ces crises, comme en témoignent le dévouement et la ténacité dont elle a fait preuve au cours de son précédent mandat. Comme en 2009, lorsque Mme Bokova l'avait emporté face à son concurrent arabe, et bien que son succès actuel ait été remporté sur deux autres concurrents arabes, il souhaite que l'ambiance d'affection, d'amitié et de liens familiaux soit vite retrouvée, et que tout le monde sache que chaque personne a voté pour le candidat qu'elle estimait le plus approprié. Il est convaincu que le résultat obtenu répond aux grandes attentes de tous ceux qui aspirent à ce que l'Organisation obtienne les succès souhaités.

3. **M. Grexa** (Slovaquie) (Groupe II) félicite Mme Bokova pour sa désignation, à laquelle son groupe électoral était favorable et qui semble logique. Il lui souhaite du succès dans sa mission et assure que le Groupe II lui apportera – tout en se gardant de toute complaisance – le soutien et la légitimité nécessaires pour qu'elle puisse mener à bien ce qui a été décidé collectivement.

4. **Mr Oberoi** (India) (Group IV) congratulated Ms Bokova and assured her of the support of Group IV in the difficult, but not insurmountable, tasks that lay ahead for

the Director-General and UNESCO. In the coming period, the entire Organization would need to work together. Wishing Ms Bokova well, he praised the other candidates for the grace and dignity with which they had conducted their campaigns, and was confident of their support going forward.

5. **Mr Toga** (Ethiopia) (Group V (a)) congratulated Ms Bokova and expressed confidence that the General Conference would endorse her nomination for a second term. He also thanked the other candidates and wished them well. The group was now looking forward to working with Ms Bokova's team in the best interests of UNESCO, uniting to overcome the challenges faced by the Organization. He assured the Director-General that she could count on the support of Africa as a whole, and thanked her for her wise leadership of the Board during the difficult circumstances of the previous two years.

6. **Mr Andreasen** (Denmark) (Group I) congratulated Ms Bokova warmly on her nomination, fully deserved in the difficult context, and expressed the group's full confidence that she would meet all their expectations. He assured her of the full support of Group I, while extending his best wishes to the other candidates.

7.1 **La Sra. Sánchez Bello** (República Bolivariana de Venezuela) (Grupo III), tras felicitar a la Directora General, suscribe y encomia las palabras del representante de Eslovaquia en nombre del Grupo II, que califica de sabias. La Sra. Bokova ha sido votada por la mayoría de los miembros del Consejo, cosa que aplaude y celebra, y contará por ello con el pleno respaldo del Grupo III, que sin embargo no se mostrará complaciente ni dejará de expresar su desacuerdo respecto a ciertas posiciones.

7.2 El Grupo III seguirá luchando por la UNESCO y por enderezar su rumbo, pues a su entender la Organización lleva 13 años sumida en una profunda crisis de valores y orientación. En realidad, la crisis financiera que atraviesa no ha hecho más que revelar y agudizar otra crisis larvada, una crisis moral y ética mucho más grave y antigua, cuya responsabilidad trasciende por consiguiente a la Directora General. Pero urge que la UNESCO vuelva a la ética, a sus principios fundacionales, a la justicia, a la equidad y a una verdadera representación de todos los Estados Miembros en igualdad de condiciones, para que todos ellos, y no solo los poderosos, puedan influir en los destinos de la Organización. La oradora insta encarecidamente a la Directora General a que acometa esa tarea, en la cual le reafirma que siempre contará con la ayuda de Venezuela y de todos los países de América Latina y el Caribe.

(7.1) **Mme Sánchez Bello** (République bolivarienne du Venezuela) (Groupe III), après avoir félicité la Directrice générale, souscrit pleinement aux propos prononcés par le représentant de la Slovaquie au nom du Groupe II. Mme Bokova a obtenu les suffrages de la majorité des membres du Conseil, ce dont il y a lieu de se féliciter, et pourra compter sur le plein soutien du Groupe III, qui ne fera pas pour autant preuve de complaisance et ne manquera pas s'il le faut d'exprimer son désaccord sur certains points.

(7.2) Le Groupe III continuera de se battre pour l'UNESCO et pour en redresser le cap, car, selon l'oratrice, l'Organisation est plongée depuis 13 ans dans une crise profonde qui ébranle ses valeurs et

son orientation. En réalité, la crise financière qu'elle traverse n'a fait que révéler et amplifier une autre crise larvée, une crise morale et éthique bien plus grave et plus ancienne, dont la responsabilité dépasse par conséquent la Directrice générale. Mais il est urgent que l'UNESCO retrouve son éthique, ses principes fondateurs, et qu'elle revienne à la justice, à l'équité et à une véritable représentation de tous les États membres, sur un pied d'égalité, afin que tous, et pas seulement les plus puissants, puissent influencer sur le destin de l'Organisation. L'oratrice prie instamment la Directrice générale de s'atteler à cette tâche et l'assure qu'elle pourra toujours compter dans sa mission sur l'aide du Venezuela et de tous les pays d'Amérique latine et des Caraïbes.

8. **El Sr. Rodríguez Cuadros** (Pérou) felicita a la Directora General, que a su entender reúne las cualidades necesarias para ejercer el liderazgo fuerte, inteligente y creativo que necesita la UNESCO para encontrar su papel en las grandes dinámicas mundiales, llevar adelante sus propios programas y mantener relaciones fluidas con todos sus Estados Miembros, triángulo en el que debe basarse la Organización para responder a los grandes desafíos que afronta. Si a dichas cualidades se añade la probada capacidad de diálogo, concertación y apertura de la Directora General, queda claro que es la persona ideal para regir los destinos de la UNESCO.

(8) **M. Rodríguez Cuadros** (Pérou) félicite la Directrice générale qui, selon lui, réunit toutes les qualités nécessaires pour exercer le leadership fort, intelligent et créatif dont l'UNESCO a besoin pour jouer son rôle dans les grandes dynamiques mondiales, mener à bien ses programmes et entretenir de bonnes relations avec l'ensemble de ses États membres, trois axes autour desquels l'Organisation doit articuler son action pour relever les grands défis auxquels elle est confrontée. Si l'on ajoute à ces qualités la capacité de dialogue, de concertation et d'ouverture dont la Directrice générale a su faire preuve, il est certain qu'elle est la personne idéale pour présider aux destinées de l'UNESCO.

9. **Г-жа Митрофанова** (Российская Федерация) поздравляет г-жу Бокову с победой и отмечает ее заслуги в работе по преодолению сложного для Организации периода, вызванного как общим кризисом в мире, так и неплатежами одной из крупнейших стран, а также в мобилизации крупных средств для поддержания бюджета ЮНЕСКО. Она выражает надежду, что совместными усилиями посредством разработки новых подходов и направлений работы, а также укрепления менеджмента Организация преодолет этот кризис.

(9) **Mme Mitrofanova** (Fédération de Russie) félicite Mme Bokova pour sa victoire et loue les efforts que faits la Directrice générale pour surmonter les difficultés auxquelles l'Organisation est confrontée en raison de la crise mondiale et du non-paiement de sa contribution par l'un de ses plus grands États membres, ainsi que pour mobiliser des fonds importants en vue de renflouer le budget de l'UNESCO. Elle espère que l'Organisation surmontera cette crise grâce à une action commune, en élaborant de nouvelles approches et axes de travail et en améliorant sa gestion.

10. **Mr Killion** (United States of America) offered his heartfelt congratulations to Ms Bokova on behalf of his

country, President Obama and Secretary of State Kerry. Referring to the "incredible burden" that the US had placed on her during her first mandate, he noted that Ms Bokova had faced a budget cut of not 22% but 33%, which would have been difficult for any corporate leader, and had handled it very well. He also acknowledged the enhanced reputation and visibility of UNESCO in Washington and nationwide due to her efforts, resulting in an improved understanding of the Organization's vital role in confronting 21st-century foreign policy problems. He was proud to have worked with Ms Bokova and, as his work at UNESCO was coming to an end, was confident that the Organization would be left in good hands.

11. **Mme Trimbach** (France) félicite chaleureusement la Directrice générale au nom de la France, dont elle rappelle l'attachement à l'UNESCO, comme tout État membre mais plus particulièrement comme pays hôte. Elle se dit persuadée que les États membres auront à cœur d'œuvrer ensemble, aux côtés de la Directrice générale, pour le bien de l'Organisation.

12. **尤先生** (中国) 首先对博科娃女士当选新一任总干事表示热烈祝贺, 并表示中国将和广大会员国, 特别是发展中国家会员一起支持博科娃总干事的工作, 克服当前和将来的困难和问题, 共同推进教科文组织的改革与发展。中国相信在广大会员国和总干事新的领导团队的共同努力下, 本组织一定会更加强大, 本组织的未来会更加美好。最后他还代表中国对其他两位候选人参与竞选表示敬意。

(12) **M. You** (Chine) adresse, au nom de la Chine, ses félicitations chaleureuses à Mme Bokova de nouveau désignée pour occuper le poste de Directrice générale. Avec les autres États membres, surtout les États en développement, la Chine appuiera l'action menée par Mme Bokova et fera face aux difficultés et aux enjeux actuels et à venir, afin de promouvoir la réforme et le développement de l'UNESCO. La Chine est d'avis que l'Organisation va se renforcer et accédera à un avenir meilleur grâce aux efforts des États membres et de la nouvelle équipe de la Directrice générale. Pour conclure, M. You exprime son respect à l'égard des deux autres candidats.

13. **Mme Lomonaco** (Italie) se félicite de la désignation de Mme Bokova et l'assure du soutien de son pays dans sa tâche de réforme et de rationalisation, persuadée qu'elle continuera d'imprimer à l'action entreprise l'élan nouveau attendu par les États membres.

14. **Г-н Сулейменов** (Казakhstan) поздравляет г-жу Бокову с победой и выражает уверенность, что ЮНЕСКО сохранит свою роль лаборатории идей, а также надежду, что Международное десятилетие сближения культур (2013-2022 г.) поможет преодолеть существующие противоречия.

(14) **M. Suleimenov** (Kazakhstan) félicite Mme Bokova pour sa victoire. Il se dit convaincu que l'UNESCO conservera son rôle de laboratoire d'idées et exprime l'espoir que la Décennie internationale du rapprochement des cultures (2013-2022) aidera à surmonter les dissensions actuelles.

15. **Mr Iqbal** (Pakistan) congratulated Ms Bokova on behalf of his country, noting that she had raised UNESCO's visibility in Pakistan through education, especially after the assassination attempt on Malala

Yousafzai. Since her election, she had brought great respect to the UNESCO name, along with elegance, dignity and administrative qualities. He assured her that she could always count on Pakistan's support.

16. **Mr Kiso** (Japan) congratulated Ms Bokova on her nomination and assured her of his government's ongoing support during a difficult time.

17. **Mr Budjaku** (the former Yugoslav Republic of Macedonia) offered Ms Bokova his congratulations and hoped that she would pursue her efforts to reform the Organization in the difficult period ahead. Noting that the situation at UNESCO had changed, with the Director-General being seconded by two women, he praised her courage, confident that she would enjoy the support of the entire Board. As a representative of a neighbouring country, he expressed his pleasure at Ms Bokova's continued leadership of the Organization.

18. **Mme da Rocha** (Brésil) adresse les remerciements de son pays à la Directrice générale pour son action passée et salue sa capacité de travail. Le Brésil renouvelle son soutien à Mme Bokova, qui a démontré qu'avec du courage et de la créativité, il était possible de faire évoluer la situation et de remédier aux difficultés.

19. **Mr Sudders** (United Kingdom) recalled a meeting in the United Kingdom at which a minister had described Ms Bokova as the "*Margaret Thatcher of UNESCO*". He said that Ms Bokova had seen the large picture of Ms Thatcher behind the minister's desk, and being a wonderful politician, had realized that he had intended to pay her a compliment. Indeed, for him, Thatcher was someone who undertook necessary but occasionally painful reforms, and above all, won elections. Mr Sudders offered his congratulations, commenting that Ms Bokova deserved to celebrate at the weekend, although he hoped she would be back to work on Monday morning because there was much to do.

20. **M. Bencherif** (Algérie) adresse, au nom de son pays, ses félicitations à la Directrice générale pour sa désignation. Évoquant la difficulté de la fin de son premier mandat du fait des contraintes financières, il rappelle que son pays a pris ses responsabilités et aidé l'UNESCO à surmonter cette phase difficile. Il s'agit désormais de se tourner vers l'avenir : l'Algérie continuera de soutenir la Directrice générale dans l'exercice de son deuxième mandat, qu'elle souhaite productif et d'une efficacité accrue. M. Bencherif espère que l'UNESCO saura répondre aux préoccupations communes et porter les valeurs partagées, fondatrices de l'Organisation. Il félicite pour finir les deux autres candidats, qui ont apporté une véritable plus-value à l'élection.

21. **El Sr. de Barandica y Luxán** (España), tras felicitar efusivamente a la Directora General, dice que el amplio margen con el que se ha impuesto en la votación es motivo de especial e inmensa alegría para su país, que siempre ha contado con su comprensión y apoyo y siempre la ha respaldado y lo seguirá haciendo.

(21) **M. de Barandica y Luxán** (Espagne), après avoir chaleureusement félicité la Directrice générale, dit que la marge importante avec laquelle elle a remporté cette élection est une source de satisfaction toute particulière pour son pays, qui a toujours pu compter sur sa compréhension et son soutien, qui l'a toujours soutenue et qui continuera à le faire.

22. **Mr Islam** (Bangladesh) conveyed to the Director-General the best wishes of Prime Minister Sheikh Hasina on her nomination victory, an admission of her good work during the last four years. He hoped that she would use her second term to take UNESCO closer still to the field for the benefit of developing countries.

23. **El Sr. Fernández Palacios** (Cuba), tras felicitar a la Directora General y subrayar la calidad de las tres candidaturas, hecho que enaltece a la Organización, observa que la Directora General, si bien representa a todo el mundo, encarna especialmente la causa de los más vulnerables, como los desfavorecidos o las mujeres, por ejemplo, y le desea toda clase de éxitos en su segundo mandato.

(23) **M. Fernández Palacios** (Cuba), après avoir félicité la Directrice générale et souligné la qualité des trois candidatures, qui honore l'Organisation, fait observer que si la Directrice générale représente tout le monde, elle incarne en particulier la cause des plus vulnérables, notamment des laissés-pour-compte et des femmes ; il lui adresse tous ses vœux de réussite pour son second mandat.

24. **M. Fazelly** (Afghanistan) remercie à son tour la Directrice générale au nom du Président Karzaï, qu'elle a récemment rencontré par son entremise, et lui adresse les salutations des femmes et des écolières afghanes, qu'elle a également rencontrées. Il se dit certain que l'UNESCO, grâce à l'expérience acquise par Mme Bokova, gagnera ces prochaines années en efficacité et en visibilité. Il poursuivra quant à lui son travail avec le même dévouement.

٢٥ تقدّمت السيدة الطرهوني (تونس) باسم بلادها، بأحر التهاني إلى السيدة المديرية العامة لفوزها الباهر، بالنظر إلى مستوى المنافسة العالي والمرموق. كما أعربت عن شكرها وتمنياتها لها بالتوفيق في مهامها، ومواصلة عملها الإصلاحي لمنظمة اليونسكو العتيبة التي تعز على الجميع، متمنية للمرشحين الآخرين النجاح في أوقات قادمة.

(25) **Mme Tarhouni** (Tunisie) présente, au nom de son pays, ses félicitations les plus sincères à la Directrice générale pour le succès éclatant qu'elle a remporté face à des concurrents exceptionnels. Elle la remercie et lui adresse ses vœux de réussite afin qu'elle puisse poursuivre la réforme de l'UNESCO, une organisation chère au cœur de tous. Enfin, elle souhaite aux autres concurrents plein succès pour l'avenir.

26. **El Sr. Muñoz Ledo** (México), tras felicitar a la Directora General, dice que, si bien la actual crisis financiera no es la primera que afronta la UNESCO, pocas veces en el pasado los Estados Miembros habían manifestado con tal firmeza y decisión la voluntad política de acompañar a la Directora General en su empresa de reforma y revitalización de la Organización, labor en la que siempre podrá contar con el apoyo de México.

(26) **M. Muñoz Ledo** (Mexique), après avoir félicité la Directrice générale, dit que si la crise financière actuelle n'est pas la première à laquelle l'UNESCO doit faire face, les États membres ont rarement dans le passé manifesté avec autant de fermeté et de conviction la volonté politique d'accompagner la Directrice générale dans son effort de réforme et de redynamisation de l'Organisation,

tâche pour laquelle elle pourra toujours compter sur le soutien du Mexique.

٢٧ أعرب السيد النعيمي (الإمارات العربية المتحدة) باسم شعبه، عن تحياته وتهانيه لفوز السيدة إيرينا بوكوفا بمنصب المديرية العامة مرة أخرى لإدارة منظمة اليونسكو العريقة في الفترة القادمة. وأبلغها أنه تلقى اتصالاً هاتفياً من رئيس اللجنة الوطنية، وزير التربية والتعليم، ينقل إليها فيه تحيات دولة الإمارات العربية المتحدة حكومة وشعباً. كما أعرب عن تمنياته لها بالتوفيق، مضيفاً أن دولة الإمارات العربية المتحدة لن تدخر إمكانياتها مستقبلاً للوقوف معها في الفترة القادمة.

(27) **M. Alneaimi** (Émirats Arabes Unis) adresse, au nom de son peuple, ses félicitations à Mme Irina Bokova à l'occasion de sa réélection en tant que Directrice générale de cette prestigieuse organisation qu'est l'UNESCO. Il vient de recevoir un appel téléphonique du Président de la Commission nationale, Ministre de l'éducation et de l'enseignement, qui adresse également à Mme Bokova les félicitations de l'État des Émirats Arabes Unis, de son gouvernement et de son peuple. Il lui souhaite plein succès, et ajoute que les Émirats Arabes Unis mettront tout en œuvre pour la soutenir durant le prochain mandat.

28. **M. Grexa** (Slovaquie) invite la Directrice générale à reprendre une vie normale après les derniers jours éprouvants qu'elle a vécus, afin de leur revenir en pleine forme.

29. **M. Yahya** (Djibouti), au nom de la République de Djibouti, félicite Mme Bokova pour sa désignation démocratique et lui souhaite plein succès dans sa mission.

30. **The President of the General Conference** congratulated Ms Bokova, acknowledging that she was a special lady: tireless, hard-working and sensitive, a committed politician, a fine diplomat, a great advocate, a brilliant communicator, and a mother and grandmother who never slept. She wished Ms Bokova continued energy and self-belief, along with the trust of her colleagues, for leading the Organization through rough times. Although she had not been eligible to vote, neither as the President of the General Conference nor as the representative of Hungary, the President of the General Conference had voted in her heart. Finally, she was delighted that Ms Bokova's next trip would be to the 2013 Budapest Water Summit, which they would both enjoy.

31. **The Chair** thanked the speakers for their interventions, before recording the results of the vote for the public session and apologizing for not having done so earlier:

Number of Members present:	58
Number of Members absent:	0
Number of blank or invalid ballot papers:	0
Number of votes recorded:	58

Majority required: 30

Number of votes obtained:

Ms Irina Bokova	39
Mr Rachad Farah	13
Mr Joseph Maila	6

32. **The Director-General** thanked the Executive Board for its vote of confidence. Her first thoughts were for her country, Bulgaria and its President, Government and Foreign Ministry, which had helped her to achieve the second nomination. She also expressed her deep gratitude to all the members of Group II, which had adopted a decision to support her candidacy in December 2012, as well as to the Executive Board for its kind words and the part played by each Member in the democratic process. Wishing the other candidates well, she remarked that such competition provided a forum for new ideas for the future of the Organization, and that now that the Board had voted, Members needed to unite for the benefit of the Organization. She considered the result to be a vote of confidence in the reform process she had started; an enormous responsibility for UNESCO's agenda and its difficulties; a mark of trust in her colleagues and the different ideas that had been formulated; and a sign of encouragement to move forward energetically with innovative ideas and the reforms. UNESCO should not be afraid of proposing bold new ideas, because that was what made the Organization great. The world needed UNESCO's deeply humanistic message and its work to promote human dignity. The world needed UNESCO to reach out to the most vulnerable, show that it could offer solutions and help governments to make inclusive policies enabling every single woman, man, boy and girl to find dignity through education, to respect different cultures, communities and identities, and to breach the digital divide, putting technology to good use. The world needed UNESCO because peace was very fragile, as witnessed by extremist forces increasingly targeting cities, communities and heritage, and UNESCO should provide the correct response. The Director-General said she felt very humbled by the support of the Executive Board and wished to build trust in the future of the Organization, through joint action with Member States, because they were all united around the values of UNESCO: peace and sustainable development. Finally, in response to the representative of the United Kingdom, she noted that Monday was in two days' time: the Board should therefore roll up its sleeves and continue its important work.

33. **The Chair** thanked the Board Members for their active, committed participation, the Bureau for helping to prepare an impartial ballot, and the tellers for their availability and the fine execution of their task. Finally, she expressed her appreciation of Mr Detinho and his team of documentalists, the interpreters and all the other Members of the Secretariat who had supported the process.

The meeting rose at 8.35 p.m.

SEVENTH MEETING

Thursday 10 October 2013, 10.10 a.m. – 12.30 p.m.

Chair: Ms Cummins

PRIVATE MEETINGS (*continued*)

Announcement concerning the private meeting held on Thursday 10 October 2013

1. **The Chair** invited the Secretary to make an announcement concerning the private meeting just held.

2. **The Secretary** *in extenso*:

At the private meeting held today, the Executive Board considered items **3**, **18** and **26** of its agenda.

Item 3: Report by the Director-General on the application of Rule 59 of the Rules of Procedure of the Executive Board (192 EX/PRIV.1)

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 and the decisions she had taken regarding appointments and extensions of contract of staff members at grade D-1 and above whose posts come under the regular programme of the Organization.

Item 18: 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.

Item 26: Appointment by the Executive Board of the Chairperson and the alternate Chairperson of the Appeals Board (192 EX/PRIV.2)

The Executive Board, on 10 October 2013, *appointed* a Chairperson and an Alternate Chairperson of the Appeals Board for a four-year term beginning on 1 January 2014.

DRAFT DECISIONS RECOMMENDED TO THE EXECUTIVE BOARD

Committee on Conventions and Recommendations: report and draft decisions recommended to the Executive Board (192 EX/45) (items 19, 20 Parts I-IV, 21)

Item 19: Methods of work of the Committee on Conventions and Recommendations (192 EX/19)

Draft decision in paragraph 9 of document 192 EX/45

3.1 **Ms Utegenova** (Kazakhstan) (Chair of the Committee on Conventions and Recommendations – CR) *in extenso*:

Madam Chairperson, Madam President of the General Conference, Madam Director-General, dear colleagues, the Committee on Conventions examined this item in two public meetings on 27 September 2013. During the debates, some members of the Committee emphasized the need for the Organization, owing to the

budgetary crisis, to focus on its priorities and make its working methods, including those of the CR Committee, more effective. On this latter point, they raised some general questions about the Committee's working methods under Procedure 104. They also considered that the Committee's working meetings should accord far more importance to monitoring the implementation of the standard-setting instruments that it was required to monitor, in order to rebalance the two aspects of its terms of reference. All members of the Committee expressed their general approval of any process that might improve the Organization's working methods. They also stressed the crucial need to strengthen the first aspect of the CR Committee's terms of reference.

3.2 On the basis of a draft decision submitted by one of its members (Cuba), the Committee decided to establish a working group operating in a spirit of consensus, comprised of all the members of the Committee as established by the Board at its 193rd session, along with any other UNESCO Member States that could attend as observers, in order to agree through consultations on clearer rules and procedures to improve the work and effectiveness of the Committee, within the context of the two aspects of its terms of reference. You will find the draft decision in paragraph 9 of the document 192 EX/45. Thank you Madam Chair.

4. **The Chair** thanked Ms Utegenova and asked whether any Member States wished to take the floor on the draft decision in paragraph 9 of document 192 EX/45. Seeing no objections, she considered that the Board wished to adopt the decision.

5. *It was so decided.*

Item 20: Implementation of standard-setting instruments

Item 20 Part I: General monitoring (192 EX/20 Part I; 192 EX/20 INF.)

Draft decision in paragraph 16 of document 192 EX/45

6.1 **Ms Utegenova** (Kazakhstan) (Chair of the Committee on Conventions and Recommendations – CR) *in extenso*:

Madam Chair, dear colleagues, as you may recall from the 179th session of the Executive Board, the Committee decided to examine the measures taken by the Secretariat in application of the procedures adopted in 2005 for the application of UNESCO's standard-setting instruments that the Executive Board is required to monitor.

6.2 The members of the Committee took note of the report of the Secretariat containing a status ratification of the conventions, whose monitoring is the responsibility of the CR Committee, and an assessment of the measures taken by the Secretariat to implement the legal framework adopted in 2005, as well as an analysis of current trends, including difficulties, in the implementation of each of these standard-setting instruments. After receiving additional information from the Secretariat, in particular from the Education Sector on the monitoring of the 1960 Convention and Recommendation against Discrimination in Education, the Committee invited the Director-General to continue to ensure the implementation of that legal framework and to present its next report at the 194th session of the Board.

6.3 During the adoption of the report, in particular the part dealing with the recent establishment of a Subsidiary Committee for the 1970 Convention, whose monitoring has so far been entrusted to the CR Committee, some members felt that it was necessary to consider establishing a mechanism within the Committee allowing Member States to be informed of the work of conventions having a monitoring body. This would provide an overall view of the implementation of the UNESCO's standard-setting instruments by Member States pursuant to Article VIII of the Constitution. You will find the draft decision in paragraph 16 of document 192 EX/45. Thank you Madam Chair.

7. **The Chair** thanked Ms Utegenova and asked whether any Member States wished to take the floor on the draft decision in paragraph 16 of document 192 EX/45. Seeing no comments or objections, she took it that the Board wished to adopt the decision.

8. *It was so decided.*

Item 20 Part II: Implementation of the 1960 Convention and Recommendation against Discrimination in Education (192 EX/20 Part II)

Draft decision in paragraph 19 of document 192 EX/45

9.1 **Ms Utegenova** (Kazakhstan) (Chair of the Committee on Conventions and Recommendations – CR) *in extenso*:
Madam Chair, dear colleagues, with reference to item **20 Part II**, the Committee examined the summary of the 58 national reports received by the Secretariat on the implementation of the Convention and the Recommendation against Discrimination in Education. This summary is the result of the 8th Consultation covering the period 2006–2011 which was launched in 2011 and conducted on the basis of guidelines developed by the Secretariat and approved by the Executive Board (186 EX/Decision 19 (II)).

9.2 After having taking note of this summary, the members of the Committee called upon Member States that had not yet adhered to the Convention to do so, and to make the 1960 Convention and Recommendation, as well as the 1962 Protocol instituting a Conciliation and Good Offices Commission, better known. They also commended the steps undertaken at a national level on meeting the continuing challenges for fully implementing the provisions of the Convention and the Recommendation. Lastly, the Committee requested the Director-General to transmit to the General Conference at its 37th session this summary, together with the Executive Board's comments. You will find the draft decision in paragraph 19 of document 192 EX/45. Thank you Madam Chair.

10. **The Chair** thanked Ms Utegenova and asked whether any Member States wished to take the floor on the draft decision in paragraph 19 of document 192 EX/45. Seeing no comments or objections, she took it that the Board wished to adopt the decision.

11. *It was so decided.*

Item 20 Part III: Implementation of the 1974 Recommendation concerning Education for International Understanding, Cooperation and Peace and Education relating to Human Rights and Fundamental Freedoms (192 EX/20 Part III)

Draft decision in paragraph 21 of document 192 EX/45

12.1 **Ms Utegenova** (Kazakhstan) (Chair of the Committee on Conventions and Recommendations – CR) *in extenso*:
Madam Chair, dear colleagues, with reference to item **20 Part III**, the Committee examined the report of the Director-General on the results of the 5th Consultation on the Implementation of the 1974 Recommendation concerning Education for International Understanding, Cooperation and Peace and Education relating to Human Rights and Fundamental Freedoms.

12.2 The Education Sector highlighted some of the key findings of this report, in particular that there has been steady progress in Member States' development of constitutional, legal, policy and/or administrative frameworks while a gap remains between policy and practice. It was also stressed that Member States are trying to translate the principal values of the 1974 Recommendation into specific competencies in order to emphasize learners' development of the necessary attitudes and skills.

12.3 After taking note of the concrete application of the 1974 Recommendation by Member States to further promote a culture of peace and human rights in and through education, the Committee members decided to invite the Director-General to share the results of the 5th Consultation with the Office of the United Nations High Commissioner for Human Rights as UNESCO's contribution to the monitoring of the second phase of the World Programme for Human Rights Education and to request her to transmit this report to the General Conference at its 37th session, together with the Executive Board's comments. The draft decision is contained in paragraph 21 of the CR Committee report (document 192 EX/45). Thank you Madam Chair.

13. **The Chair** thanked Ms Utegenova and asked whether any Member States wished to take the floor on the draft decision contained in paragraph 21 of document 192 EX/45. Seeing no comments or objections, she took it that the Board wished to adopt the decision.

14. *It was so decided.*

Item 20 Part IV: Application of the 1966 Recommendation concerning the Status of Teachers (CEART) and the 1967 Recommendation concerning the Status of Higher-Education Teaching Personnel

Draft decision in paragraph 26 of document 192 EX/45

15.1 **Ms Utegenova** (Kazakhstan) (Chair of the Committee on Conventions and Recommendations – CR) *in extenso*:
Madam Chair, dear colleagues, with reference to item **20 Part IV**, the Committee examined the report of the 11th session of the Joint ILO/UNESCO Committee of Experts on the Application of the Recommendations concerning Teaching Personnel (CEAR, held at ILO Headquarters from 8 to 12 October 2012).

15.2 The members of the CR Committee appreciated the work of the Joint ILO/UNESCO Committee and its report dealing with the major issues affecting the current status of teaching personnel worldwide within the framework of the recommendations including escalating violence in education, the role of social dialogue in a climate of austerity and public service cutbacks, academic freedom in the context of changes in higher education, the continuing shortage of teachers in many countries, and how conditions of employment can be improved to attract highly qualified people to the teaching profession.

15.3 During the debate, the Education Sector recognized the need to create awareness of the status of teachers and their working conditions and assured the Committee that UNESCO would continue to undertake its ambitious goal of reaching out to a wider public.

15.4 The Committee took note of this report and invited the Director-General to communicate it together with the observations of the Board, if any, to Member States and their National Commissions, international teachers' organizations and other relevant international organizations having relations with UNESCO, inviting their consideration and comments on the CEART policy recommendations concerning them, and encouraging them to continue to apply all provisions of both normative instruments, as well as to take the necessary follow-up action as recommended in the report. You will find the draft decision in paragraph 26 of document 192 EX/45. Thank you Madam Chair.

16. **The Chair** thanked Ms Utegenova and asked whether any Member States wished to take the floor on the draft decision in paragraph 26 of document 192 EX/45. Seeing no comments or objections, she took it that the Board wished to adopt the decision.

17. *It was so decided.*

Item 21: Protocol instituting a Constitution and Good Offices Commission to be responsible for seeking the settlement of any disputes which may arise between States Parties to the Convention against Discrimination in Education: nominations and report of the Committee on Conventions and Recommendations thereon (192 EX/21)

Draft decision in paragraph 29 of document 192 EX/45

18. **Ms Utegenova** (Kazakhstan) (Chair of the Committee on Conventions and Recommendations – CR) *in extenso*:
Madam Chair, dear colleagues, concerning item 21 “Protocol instituting a Constitution and Good Offices Commission to be responsible for seeking the settlement of any disputes which may arise between States Parties to the Convention against Discrimination in Education: nominations and report of the Committee on Conventions and Recommendations thereon,” the members of the Committee took note that the States Parties to the 1962 Protocol instituting this Commission had not yet submitted nominations for the election of six of its members. It was noted that the absence of candidate was essentially due to this Commission having never been called to make use of its good offices or to exercise its conciliation functions. The Committee therefore recommended that the Director-General invite again the States Parties to the Protocol to submit nominations and

to transmit to the General Conference any nominations received before the opening of the vote that will take place during its 37th session. The decision proposed is in paragraph 29 of document 192 EX/45. Thank you Madam Chair.

19. **The Chair** reiterated that no nominations had been received so far, commenting that it was incumbent on the Board and the Member States to contribute. Seeing no comments, she took it that the Board wished to adopt the draft decision in paragraph 29 of document 192 EX/45.

20. *It was so decided.*

21. **Ms Utegenova** (Kazakhstan) (Chair of the Committee on Conventions and Recommendations – CR) *in extenso*:

Ladies and gentleman, as my term as Chair of this Committee has come to an end, I would like to thank you all for the support and trust you have bestowed on me during my mandate. My special gratitude goes to the members of the Asia and the Pacific electoral group, who had nominated me to chair this important working body of the Executive Board. Representing my country, I have seen the work of the CR Committee from all the possible angles, as a State concerned, as a member and finally as Chair. The noble goal of this Committee is to protect human rights in UNESCO's fields of competence and to monitor the implementation of key standard-setting instruments of the Organization. I truly believe that the outcomes of this hard work are of great importance to UNESCO, as well as to the Member States. To conclude, I would like to say that it was a challenge and a great experience for me to chair this Committee. Thanks to the continued support and the willingness of Committee members to work together, it was possible to carry out every duty in the spirit of UNESCO, a spirit of consensus and dialogue. I would like to thank once again my colleagues in the CR Committee, the Secretariat, the interpreters and you, Madam Chair and Madam Director-General, for all your support, feedback and friendship. I wish you all the best of luck and success. Thank you very much.

22. **The Chair** thanked the Chair of the CR Committee, its members and the Secretariat for the excellent work accomplished throughout the biennium, which had been difficult but critically important.

ORGANIZATIONAL AND PROCEDURAL MATTERS (continued)

Item 1: Agenda (continued) (192 EX/1 Prov. Rev.)

23.1 **The Chair** said that the Director-General, in a letter dated 7 October, had referred to a decision of the 59th session of the United Nations University (UNU) Council in April 2013 to reduce the number of its Council members from 24 to 12. The UNU Council had requested the United Nations Secretary-General to propose such an amendment to the United Nations General Assembly at its 68th session. UNESCO's responsibilities vis-à-vis UNU meant that the Organization must be consulted on the issue in advance. When the Board had finalized its agenda, it had believed that the matter could be discussed at the one-day 193rd session immediately after the General Conference; its scheduling for discussion by the General Assembly earlier than expected explained why the Director-General was making the present last-minute request for the inclusion of an item entitled “Proposal to

amend the Chart of the United Nations University (UNU) in the agenda of the current 192nd session.

23.2 She recalled that she had asked the Bureau members whether they would envisage recommending by consensus that the joint meeting of the Finance and Administrative (FA) Commission and the Programme and External Relations (PX) Commission examine the new item at its meeting of 9 October 2013. In view of the non-controversial and consensual nature of the item, and in the interests of efficient use of time, the Bureau had been unanimously in favour, subject to the normal procedure of endorsement by the Bureau and approval by the Board in plenary meeting. She added that the procedure was exceptional and should not in any way be seen as setting a precedent. The item had therefore been debated in the joint meeting of the PX and FA Commissions on the previous day, and would be addressed in the normal way among the commission reports.

23.3 Seeing no comments, she considered that the Board wished to formally approve the addition to its agenda of item 43 "Proposal to amend the Charter of the United Nations University (UNU)," as presented in document 192 EX/1. Prov. Rev. Add., and to allocate it to the joint meeting of the FA and PX Commissions.

24. *It was so decided.*

ADOPTION OF DRAFT DECISIONS RECOMMENDED TO THE EXECUTIVE BOARD (continued)

Special Committee (SP): report and draft decision recommended to the Executive Board

Item 16 Part VII: Schedule and workload of the Executive Board sessions (192 EX/16 Part VII)

Draft decision in paragraph 6 of document 192 EX/49

25.1 **M. Budjaku** (ex-République yougoslave de Macédoine) (Président du Comité spécial)
in extenso :

Madame la Présidente du Conseil exécutif, Madame la Présidente de la Conférence générale, Madame la Directrice générale, Excellences, chers collègues, Mesdames et Messieurs, je suis honoré de présenter aux membres du Conseil exécutif le rapport oral sur les travaux du Comité spécial à la 192^e session du Conseil, qui parachève mon mandat de Président de ce Comité. Deux années sont passées et je prends la liberté de dire que l'heure est venue de tirer les enseignements des événements qui ont marqué cette période et de regarder vers l'avenir avec audace et détermination.

25.2 Il y a deux ans, nous nous étions fixé un certain nombre d'objectifs pour la mise en œuvre de la réforme de notre Organisation et des méthodes de travail de ses organes directeurs. Aujourd'hui, j'aimerais affirmer avec assurance que nous avons accompli des progrès tangibles dans l'exécution de cette tâche. À cet égard, en ma qualité de Président du Comité spécial, je me dois, au nom de ses membres, de souligner le rôle particulier qu'a joué la Présidente du Conseil exécutif en adressant tout au long de cet exercice biennal des signes de confiance et de soutien aux travaux du Comité. Permettez-moi, Madame la Présidente, de vous exprimer, devant mes distingués collègues, la reconnaissance des membres du Comité spécial ainsi que ma gratitude personnelle pour l'intérêt que vous avez porté à nos travaux, intérêt qui s'est signalé notamment par votre présence lors de nos débats et par votre engagement envers l'impératif de

rationalisation des méthodes de travail des organes directeurs.

25.3 J'en reviens au rapport sur les travaux du Comité spécial à la présente session du Conseil. Le Comité a tenu sa session de travail d'une journée le vendredi 27 septembre dernier. Lors de cette session, le Comité a examiné le point 16 inscrit à son ordre du jour, et plus précisément sa partie relative au Plan et charge de travail des sessions du Conseil exécutif. Le document correspondant, 192 EX/16 Partie VII, traite des méthodes et des rythmes des sessions de travail de notre organe directeur. Il répond à la décision 5 X/EX/2, paragraphe 9, adoptée par le Conseil lors de sa session extraordinaire du 4 juillet dernier, qui invitait « la Directrice générale à lui présenter, à sa 192^e session, une proposition de plan de sessions plus ciblées du Conseil exécutif qui tienne compte du passage à un cycle de programmation quadriennal ».

(L'orateur poursuit en anglais)

25.4 Dear colleagues, the document presented by the Secretariat is, in my view, a good proposal for further rationalization and strengthening our Board's efficiency. It contains interesting and precise measures to help improve our work while ultimately aiming at substantial savings. We need to look at the future with optimism. We must therefore seize the opening today to constructively and proactively impact the future workload of UNESCO's governing bodies. Allow me to reassure you, Madam Chair, that a sense of common purpose has guided the work of the Special Committee members and the representatives of the Secretariat during our session.

25.5 The representative of the Director-General, Director of the Governing Bodies Secretariat (GBS), Mr Millward, made a brief introduction underlining that proposals put forward in the document resulted from a broad consultation process, including the Chair of the Executive Board. He further explained that its overall spirit was to seize an opportunity to implement the recommendations of the independent external evaluation of UNESCO (IEE) by reducing costs while preserving the quality of the Board's work. Notwithstanding the fact that the document is the result of the work of the Secretariat, the ultimate responsibility of further rationalization of the work of the governing bodies lies in the hands of the Member States themselves.

25.6 After a brief debate during which members of the Committee expressed their views on the different options contained in the document, the Committee turned to the examination of the draft decision proposed. An amendment, drafted collegially, was submitted by Denmark, and its examination resulted in the decision submitted for your approval. Madam Chair, the decision is clear. It contains precise and detailed proposals for enhancing the efficiency and effectiveness of Executive Board sessions in the light of the move to a four-year programme cycle. I hope this will meet the expectations of all members of the Executive Board. However, I would like to share with my distinguished colleagues a number of salient points of the discussion, which might serve to shed some light on the rationale behind some proposals.

25.7 Regarding the first proposal (a), members agreed that while the EX/4 report was crucial for the monitoring by the Executive Board of programme implementation, and while good progress had already been made in that regard, further progress was still required in order to

enhance the quality and presentation of the information. In light of the considerable workload of the Secretariat when preparing the EX/4 document, members of the Committee recommended that the Board should examine every six months a shorter strategic report. While once a year, the EX/4 document should be a comprehensive, evidence-based report. It is important to recall, as some members of the Committee did, that this proposal is in line with document 186 EX/Decision 4 Part I on programme execution, monitoring and reporting.

25.8 Regarding the proposal (g) for more interactive plenary debates, some members of the Committee put forward an outline for organizing the debates. It was proposed that the Director-General's presentation could be a synthetic and comprehensive one, possibly with a PowerPoint presentation, followed by national statements, the Director-General's response, questions from Member States and further responses from the Director-General. This, Madam Chair, is a proposal for more interactive debates.

25.9 Last but not least, you will notice that the Committee proposes that meetings of the Special Committee and Non-Governmental Partners should be held only once a year. I believe, Madam Chair, in the virtue of the example, or, as we say in French, "*Charity begins at home*". The change in the frequency of Special Committee meetings will therefore be my legacy to the governing bodies, dear colleagues. It is not the only legacy.

25.10 Allow me, Madam Chair, to remind the Members of the Executive Board of the previous recommendations of the Special Committee that were approved by the Board and have already been implemented and should be implemented in the next biennium. Among the cost-saving measures considered during this biennium, 189 EX/Decision 14 suspended travel and daily subsistence allowances allocated to representatives of Member States, except those representing developing countries, and strongly encouraged the representatives of developing countries to forego their travel and daily subsistence allowances (DSA).

25.11 Madam Chair, allow me to express my gratitude to the members of the Special Committee, who have collectively attempted to strengthen the work of this subsidiary body of the Executive Board and, I dare say, succeeded. On behalf of all the members of the Committee, I would also like to thank my dear colleague, Mr Ikramov (Uzbekistan), for agreeing to assume the role of Temporary Chairperson throughout the biennium. My sincere thanks go also to the Secretariat of the governing bodies for their support in the accomplishment of our mandate. I would also like to thank the clerks, the interpreters and the staff members who have worked with me for the Committee, its secretary, Ms Vincent, and her colleagues Ms Murebwaire and Mr Kasymov. Madam Chair, as Ambassador for the former Yugoslav Republic of Macedonia, I am glad that my country will continue to contribute to the work of the Board until 2015. The Board will renew its Members during the upcoming session of the General Conference, and I am confident that good cooperation with our new colleagues will be strengthened with a view to consolidating the focusing and rationalization of the work undertaken by the Executive Board. I look forward to continuing this reform work with my colleagues from the Board. Thank you Madam Chair.

26. **The Chair** thanked the Chair of the SP Committee and expressed her appreciation of the Committee's work in seeking rational solutions to the context faced by the Organization. By way of an informal recommendation and in response to the proposal in paragraph 5 (e) of the draft decision that the SP and NGP committees should meet only once a year, she suggested that the committees could meet alternately. That would allow them to lighten their workload and, where necessary, allow extra time to conduct their business.

٢٧ أعرب السيد عمرو (مصر) عن شكره لرئيس اللجنة الخاصة على المقترحات التي تقدم بها والتي تبرز وجهة نظر اللجنة فيما يتعلق بتنفيذ دور المجلس واللجان التابعة له، ولكنه تحفظ على الفقرتين (هـ) و(و) من مشروع القرار المقدم. فهو يرى أن ما ورد في الفقرة (هـ) من شأنه أن يقيد عمل اللجنة المختصة بالشركاء غير الحكوميين، بالنظر إلى أن اجتماع تلك اللجنة سيكون مرة واحدة في العام لمدة يوم واحد. واعتبر أن تلك اللجنة هي النافذة التي تظهر اليونسكو من خلالها للشركاء غير الحكوميين. وذكر بأن تلك المسألة قد نوقشت بوضوح في اجتماع اللجنة الأخير، مضيفاً أنه سيعرض ذلك النقاش في التقرير الذي سيتلوه على أعضاء المجلس لاحقاً. وأشار إلى أن ثمة حاجة إلى زيادة فعالية تلك اللجنة ودعوة الشركاء غير الحكوميين بالمفهوم الواسع إليها، وليس فقط المنظمات غير الحكومية. وقال إنه لا يرى داعياً للحد من عمل تلك اللجنة، بل على العكس من ذلك، لا بد من زيادة فعاليتها لأن دور الشركاء غير الحكوميين ودور المنظمات غير الحكومية هو الدور الأهم، وهو الأمر الذي يجب أن تراعيه المنظمة وتدعمه. وفيما يتعلق بمدة انعقاد دورات المجلس التنفيذي، الأولى والرابعة لمدة أقصر والثانية والثالثة لمدة أطول، اعتبر أن ذلك الاقتراح يحتاج إلى إعادة نظر. فهو يرى أن مدة الدورة الأولى ليس بالضروري أن تكون أقصر، وأن تلك مسألة يقرها مكتب المجلس التنفيذي بالتنسيق مع الأمانة. وأشار إلى أن الدورة القادمة ستستهل فيها مناقشة الميزانية والبرنامج الجديدين، وقد تكون للدول وجهة نظر في تطبيق تلك البرامج أو الأنشطة. وعليه، تساءل عن المعيار الذي سيتم الاستناد إليه لتحديد مدة انعقاد كل دورة من دورات المجلس. وأضاف أن الدورة الرابعة قد تحتاج في بعض الحالات إلى مدة أطول بسبب الانتخابات أو من أجل إعداد الميزانية أو الاستراتيجية. واعتبر أن تحديد قصر أو طول مدة انعقاد أي دورة للمجلس لا ينبغي أن يكون بصورة مبهمه، فذلك لا يصب في صالح المجلس، مضيفاً أنه يجب ترك بعض المرونة لأعضاء المجلس التنفيذي لتحديد تلك المدة بالتنسيق مع الأمانة.

(27) **Mr Amr** (Egypt) thanked the Chair of the Special Committee for the proposals relating to the Committee's view on giving the Board and its committees a more active role, but noted that he had reservations about paragraph 5, subparagraphs (e) and (f) of the proposed draft decision. Subparagraph (e) could restrict the work of the Committee on Non-Governmental Partners (NGP), which would meet only once a year and for only one day. The NGP Committee acted as UNESCO's window onto its non-governmental partners. The matter had been discussed in depth at the most recent meeting of the Committee, the proceedings of which were contained in the report that would shortly be read out to the Members of the Board. The Committee needed to improve its efficacy and invite non-governmental partners in the broader sense, not just non-governmental organizations. The work of the Committee, rather than being limited, should on the contrary be reinforced given that non-governmental partners and non-governmental organizations had the most important role to play and should therefore be taken into account by the Organization and given

appropriate support. As regarded the proposal to make the first and fourth sessions of the Executive Board shorter, and the second and third sessions longer, it needed to be reviewed. The first session should not necessarily be shorter and it was a matter for the Bureau of the Executive Board to decide in coordination with the Secretariat. The following session would include initial discussions on the new programme and budget, and States might have opinions to put forward on the implementation of the programmes or activities. He wondered on what basis the length of each session of the Board would be calculated, adding that in some cases the fourth session might need to be lengthened to accommodate the elections or to draw up the budget or the strategy. Sessions of the board should not be shortened or lengthened arbitrarily since this would not be in the interests of the Board; Members of the Executive Board should be allowed some flexibility to decide on the duration of the sessions in coordination with the Secretariat.

28. **尤先生** (中国) 表示对内容没有不同意见, 但希望得知第 5 (d) 项的“建立第 2 类机构和中心的建议每两年审议一次”中“每两年审议一次”的原因。

(28.) Mr You (China) said that he had no disagreement with the content of the decision, but wished to know the reason why proposals for category 2 institutes and centres were to be examined once per biennium as stated in paragraph 5 (d).

29. **M. Poncet** (France) commence par remercier chaleureusement le Président du Comité spécial pour le travail du Comité et pour son rapport, puis, se référant à l'alinéa i) du projet de décision, remarque qu'il n'est pas concevable que l'UNESCO, agence intellectuelle du système des Nations Unies, renonce au principe des débats thématiques. Si « *l'abandon* » porte, comme il le suppose, sur le terme « *pléniers* », il convient de trouver une enceinte appropriée pour ces débats, et l'alinéa j), où est évoqué le Groupe préparatoire ad hoc, donne peut-être une indication de la piste à suivre à cet égard.

30. **The Chair** said, in response to the query by France, that it was not too late for such considerations.

31. **Mr Andreasen** (Denmark) thanked the Chair of the SP Committee for his full report of the Committee's work and recommendations. As a member of the Committee, Denmark fully stood by the proposed decision but in an attempt to accommodate the concerns of the representative of Egypt, he suggested adding “as appropriate” at the end of paragraph 5 (e) to ensure the necessary flexibility to meet the needs of each session of the Executive Board.

32. **Mr Sudders** (United Kingdom) congratulated the SP Committee members on their fine job in seeking consensual proposals. and reminded the Member States taking the floor of the wide range of interventions that had already taken place to call for the Board to do what it had been calling for the Secretariat to do: to streamline their work and decisions wherever possible. In his view, the prevailing format – 58 representatives reading six-minute speeches, followed by a 90-minute response from the Director-General – did not constitute a thematic debate and was not indispensable. With regard to the NGP Committee, he trusted the opinion and experience of the representative of Egypt on maintaining the Committee's

meeting schedule. On the other points, however, he urged Member States to reflect on why the proposals had come forward, noting that the Board should not be resistant to changing an unproductive method of working. He suggested that thematic debates should be held separately from Board sessions – they no longer suited the Board's objectives, and were a legacy from before the Japanese amendment, when the Board had been composed of intellectuals.

33. **Mr Budjaku** (the former Yugoslav Republic of Macedonia) (Chair of the Special Committee – SP) thanked his colleagues for their remarks and proposals. He agreed with the amendment suggested by the representative of Denmark, if the representative of Egypt concurred, and with the remarks of the representative of the United Kingdom concerning the plenary debates. Regarding the proposal for category 2 institutes made by the representative of China, he wished to call on the Assistant Director-General for Strategic Planning to provide clarifications. Finally, while the 18 countries in the SP Committee had achieved the consensus it had worked towards over the biennium, he understood that other countries might have different points of views and proposals.

34. **El Sr. de Ory** (España), tras felicitar a la Secretaría por la calidad de su informe y las propuestas contenidas en él, recuerda que el Consejo lleva años pidiendo a la Secretaría que introduzca ajustes y recortes. Ahora, cuando este proceso empieza a producir frutos, le parece llegado el momento de que los propios miembros del Consejo obren en consecuencia y redoblen esfuerzos para reducir los gastos ligados a los órganos rectores, acometiendo con decisión la revisión y reforma de sus métodos de trabajo.

(34) **Mr de Ory** (Spain), after congratulating the Secretariat on the quality of its report and the proposals therein, recalled that the Board had been asking the Secretariat for years to make adjustments and cuts. The process had begun to bear fruit, so perhaps it was time for the Members of the Board themselves to act in accordance, redouble their efforts to reduce expenditure relating to the governing bodies and take decisive action to revise and reform working methods.

35. **The Chair** reminded Board Members that they were no longer in a debate, but about to adopt a draft decision that had come after many years of serious reflection on the efficiency and effectiveness of Executive Board sessions. The draft decision in no way limited the Board's mandate to decide its own agenda, but provided the a framework for the Board and the Secretariat to conclude useful consideration of agenda items within a workable timetable which allowed savings, efficiencies and additional time, where necessary. Members need not be alarmed, since they were simply considering ways in which the Board might streamline its operations while reducing costs. In that regard, the Board must be seen to be working in conjunction with the rest of the Organization.

36. **Mr d'Orville** (Assistant Director-General for Strategic Planning – ADG/BSP) referred to paragraph 5 (d) on proposals for category 2 institutes and centres being considered only once per biennium. The reason behind that proposal was that any recommendations for category 2 status, regardless of whether they were formulated during the first or second year of the biennium, had to wait for approval by the

General Conference. Considering category 2 centres only at the last session before the General Conference would free preceding sessions from that particular item while enabling even last-minute proposals and feasibility studies for such centres to be included.

37. **Mr Budjaku** (the former Yugoslav Republic of Macedonia) (Chair of the Special Committee – SP) emphasized the efforts made by the SP Committee along the lines explained by Mr d'Orville, and said that the Board should lead by example. Rationalizing the Board's work in terms of the frequency of meetings to examine matters of importance was a step in the right direction and would not undermine the establishment of further category 2 centres. The Board had already taken some very small, practical measures to cut costs but could do much more. By shortening the sessions, more space and time could be devoted to fundamental issues for more thorough discussions by the Executive Board.

38. **尤先生** (中国) 感谢 d'Orville 先生的精彩答复。但他希望指出, 本组织拥有 195 个会员国, 是联合国系统中拥有会员国最多的组织, 这些会员国愿意加入本组织, 因此执行局考虑问题时要考虑各会员国的利益。光减少会议成本, 可能并不能有效保护会员国的实际利益。他不反对两年审议一次, 但认为 d'Orville 先生的说明并没有完全说明执行局的会议和决定要反映会员国的利益。

(38) **Mr You** (China) thanked Mr d'Orville for his excellent reply. However, he wished to point out that UNESCO was represented by 195 Member States, the largest membership in the United Nations system. The Executive Board thus entrusted by the Member States with their willingness to join the Organization, should take their benefits into account while making decisions. Cutting the conference costs alone might not bring about the protection of their real benefits. He was not opposed to the idea of the examination once per biennium but held that Mr d'Orville's reply did not make crystal clear that the sessions and decisions of the Executive Board should represent the interests of its Member States.

٣٩ اعتبار السيد عمرو (مصر) أن الإصلاح مهم، ولكنّه أعرب عن خشيته أن يؤدي ذلك الإصلاح إلى تقليص دور المجلس التنفيذي ودور اليونسكو، بوصفها منظمة دولية. ودعا مجدداً إلى ترك صلاحية تحديد مدة انعقاد الدورات لمكتب المجلس بالتعاون مع الأمانة. وأضاف أنه يرى أن على اللجنة المختصة بالشركاء غير الحكوميين أن تحافظ على وتيرة اجتماعاتها التي تعقد مرة في كل دورة لمدة يوم واحد، ذلك كي لا تُقرأ الرسالة التي تبعثها اليونسكو إلى العالم الخارجي، بما في ذلك المنظمات غير الحكومية، بأنها دعوة إلى إبعاد تلك المنظمات عن اليونسكو. بل يجب أن يكون مفاد تلك الرسالة أن أبواب المنظمة مفتوحة أمام المنظمات غير الحكومية. ولا يمكن في نظره تعزيز دور الشركاء غير الحكوميين من خلال عقد اجتماع واحد فقط في السنة لمدة يوم واحد، لأن ذلك يمثل تعارضاً لا يستقيم في عالم يتنامى فيه دور الشركاء غير الحكوميين.

(39) **Mr Amr** (Egypt) said that, while reform was important, it could also diminish the role of the Executive Board and UNESCO's role as an international organization. The responsibility for deciding on the length of sessions should be left to the Bureau of the Executive Board in collaboration with the Secretariat. The Committee on Non-Governmental

Partners should continue to meet for one day at every session so as not to send a message to the rest of the world, including non-governmental organizations, that UNESCO was trying to keep such organizations at a distance. UNESCO should send the message that its doors were open to non-governmental organizations. He considered that the Committee would not be able to reinforce the role of non-governmental partners if it only met for one day once a year only, because that would stand at odds with a world where non-governmental partners were playing an increasingly important role.

40. **El Sr. Fernández Palacios** (Cuba) dice sentirse desorientado por el carácter inconexo del informe del Comité SP. Más allá de que en él haya propuestas atinadas, se observan omisiones llamativas y se echa en falta una visión de conjunto respecto de los objetivos y la filosofía que deben presidir la labor del Consejo Ejecutivo y sus órganos subsidiarios. En el informe se propone por ejemplo una sola reunión anual del Comité sobre los Asociados No Gubernamentales, sugerencia no exenta de interés, pero nada se dice del Comité CR, cuando este órgano tiene graves problemas de funcionamiento. A su entender el problema de fondo es que prima una visión fragmentaria, y ello es así porque el Consejo no ha abordado la cuestión de sus métodos de trabajo partiendo de un debate previo, general y profundo al respecto, que hubiera debido celebrarse en sesión plenaria, como corresponde a la trascendencia del tema, en cuyo caso Cuba habría tenido mucho que decir y proponer.

(40) **Mr Fernández Palacios** (Cuba) said that he was disconcerted by the incoherent nature of the Special Committee's report. Although it contained pertinent proposals, there were striking omissions and it lacked a clear overview of the objectives and philosophy that should govern the work of the Executive Board and its subsidiary bodies. The report proposed, for example, that the Committee on Non-Governmental Partners should meet only once a year – a suggestion not without interest – but it said nothing about the Committee on Conventions and Recommendations (CR), despite the fact that the body had serious operational problems. The underlying problem was that a fragmented view predominated because the Board had not addressed the matter of its own working methods on the basis of a prior in-depth and comprehensive discussion on the issue, a discussion that should have taken place in plenary meeting, given the importance of the topic, at which point Cuba would have been able contribute many ideas and proposals.

41. **The Chair** recalled that the Chair of the SP Committee, in a Bureau meeting, had made a plea to all Member States to engage seriously in those very important issues. What was being proposed was not a decision making permanent changes to the timetable, but rather a framework whereby the Board could conceptualize a rational approach to its work without being tied to any artificial construct of time. The Board should give due time to specific issues without being tied to a timetable requiring every commission and committee of the Board to meet on every occasion. She reminded Member States that they would be examining proposals for the dates of the Executive Board sessions, and would continue examining, at its 194th session, its schedule and workload for 2014–2017, taking into account the debates

and decisions during the 192th session. They would therefore be seeking a basis on which to make a decision for a reasonable programme that would accommodate the needs of all Member States that wished to engage in UNESCO's work, as noted by China. Finally, she commended the SP Committee for its stellar work in considering flexible, simple and quite ingenious ways in which the Executive Board could move forward, supporting the work of the Organization in a difficult context.

42. **Ms Haddad** (Grenada), as a member of the Special Committee, recalled that the Committee had stated from the outset that its proposals would not focus on savings only, but also on the quality of the Executive Board's work, adapting it to the new four-year cycle. Since the proposals had been introduced in document 192 EX/16 Part VII, she supposed that all Member would have read them. The Board's workload would be reduced by producing a new programme, budget and medium-term strategy only every four years, instead of for each biennium. The Secretariat had proposed to further reduce the work of the Board through only one EX/4 report, EX/5 document, IOS evaluation and audit presentation per year. She therefore underlined the efforts made by the SP Committee to find a consensual way to reduce the Board's workload while preserving its monitoring responsibilities as set out in UNESCO's Constitution.

43. **The Chair** thanked the representative of Grenada for her germane observations and her reminder of the objectives of reorganizing the Board's timetable into a quadrennial cycle. She suggested amending paragraph 5 (e) with the addition of "as appropriate", following the suggestion by Denmark, to allow for the Board to take the relevant programming decisions.

٤٤ أشار السيد عمرو (مصر) إلى أنه في حال تبني ذلك الاقتراح فسيصبح قراراً ملزماً. وأضاف أن الفقرة ٦ من القرار المقترح تنص بوضوح على أنه يتعين على المجلس التنفيذي "أن يواصل في دورته الرابعة والتسعين بعد المائة دراسة جدولته الزمني وعبء العمل لفترة ٢٠١٤ - ٢٠١٧، آخذاً في الاعتبار المناقشات التي أجراها والقرارات التي اتخذها في دورته الثانية والتسعين بعد المائة". وقال إن بمجرد تبني هذا القرار سيصبح المجلس التنفيذي في دورته الرابعة والتسعين بعد المائة ملزماً به، ولن تكون له أي مرونة إلا في ضوء ما ورد في هذا القرار. ودعا مجدداً إلى إعادة النظر في هذا القرار وبالأخص فيما يتعلق بالفقرتين (هـ) و(و) كي لا يتقلص عمل المجلس، سواء تعلق الأمر باجتماع الشركاء غير الحكوميين أو باجتماع المجلس التنفيذي. وأكد أنه لا يريد تعطيل توافق الآراء، لكنه يدعو أعضاء المجلس إلى التفكير بصورة واضحة في الفقرتين المذكورتين وما سيتربط عليهما من آثار على دور المجلس التنفيذي في المستقبل. وذكر بأهمية دور المجلس في متابعة تنفيذ برنامج المنظمة وأنشطتها ومتابعة أعمال الأمانة، مضيفاً أن بنداً واحداً يحتاج في بعض الأحيان إلى نصف يوم أو أكثر كي تتم مناقشته كما كان الحال في اليوم السابق.

(44) **Mr Amr** said that if the proposal was adopted, it would become a binding decision, adding that paragraph 6 of the proposed decision clearly stated that the Executive Board would, "continue examining at its 194th session its schedule and workload for 2014-2017, taking into account its debates and decisions at the 192nd session." If the decision were adopted, the Executive Board would be bound by it at the 194th session, and would therefore have no flexibility other than that allowed by the decision. He repeated his call for the decision, particularly subparagraphs (e) and (f) of paragraph 5,

to be reconsidered so that the Board's work would not be curtailed, in terms either of the meeting of the NGP Committee or the plenary meetings of the Executive Board. While he did not wish to block consensus, he called on the Members of the Board to think clearly about the two aforementioned subparagraphs and the impact that they would have on the Executive Board's role in the future. He emphasized that it was important for the Board to monitor implementation of the Organization's programmes and activities and the work of the Secretariat, and noted that it sometimes took half a day or more to discuss one item, as had been the case on the previous day.

45. **The Chair** thanked the representative of Egypt for his remarks, although she disagreed with his analysis of the proposed amendment to paragraph 5 (e), recalling that the Board was responsible for determining its own schedule and workload, and whether any item of substance should be considered by the Special Committee (SP) and/or the Committee on Non-Governmental Partners (NGP). Members should consider any proposals made by the Secretariat based on the statutory requirements of the Board and the Organization, the new quadrennial cycle, and considering that the Special Committee's proposals had been made after considerable consultation and efforts to understand the deliberations of previous Board sessions both in plenary and in the Special Committee, along with the considerations of Member States since the 184th session. While noting the concerns and reservations expressed by Egypt, she did not take lightly the work of the Board, nor the proposals for reshaping its programme and cycle, reiterating that the SP Committee had in no way taken lightly its considerations of the issues. Seeing no objections, the Chair took it that the Board wished to adopt the decision, as amended at paragraph 5 (e) with the addition of "as appropriate".

46. *It was so decided.*

47. **The Chair**, on behalf of the Board, thanked the members of the Special Committee and their secretariat in fulfilling their mandate, and expressed her appreciation of the important work completed during the session. She considered that the Chair of the Special Committee had left a very good legacy as a result of its work.

Committee on Non-Governmental Partners: report and draft decision recommended to the Executive Board (192 EX/44)

Item 31: Relations with non-governmental partners (192 EX/31)

Draft decision in paragraph 5 of document 192 EX/44

48.1 **Mr Amr** (Egypt) (Chair of the Committee on Non-Governmental Partners – NGP) *in extenso*:
Madam Chairperson of the Executive Board, Madam President of the General Conference, Madam Director-General, Members of the Executive Board, distinguished delegates, ladies and gentlemen, it is both an honour and a privilege to submit the report on the work of the Committee to this plenary meeting of the 192nd session of the Executive Board. The NGP Committee meeting on Thursday 26 September 2013 was opened by the Chairperson of the Executive Board who, on behalf of the Bureau, authorized me to take up my duties as the candidate nominated by the Bureau for the position of Chairperson of the NGP Committee. As you know, my

election was then formalized in the plenary meeting on Monday 30 September, according to the Rules of Procedure of the Executive Board. In accordance with the Board's agenda, the Committee examined item 31 on relations with non-governmental partners. Further to an extensive introduction from the representative of the Director-General, along with a presentation of the Chairperson of the NGO-UNESCO Liaison Committee, the NGP Committee had the opportunity to take stock of the initiatives and projects carried out in order to appropriately implement the Directives concerning UNESCO's partnership with non-governmental organizations, and to reinforce partnership with NGOs.

48.2 There was general appreciation for the progress made in strengthening cooperation with NGOs and the Committee welcomed the new dynamism of the partnership. Special attention was paid to the outcomes of the first Forum of NGOs held on 23 September 2013, which was intended to contribute to the Organization's reflection on international development agendas and post-2015 education. Several members acknowledged the efforts made towards a greater geographical representation and balance, both in the NGO-UNESCO network and in collective NGO action, with the organization of the forthcoming Forums of NGOs in Asia, Africa and Eastern Europe. Some representatives nevertheless encouraged the Secretariat to take further steps to enhance UNESCO's official partnership with African NGOs, bearing in mind that such cooperation is particularly crucial for the development of the African continent. Several speakers drew attention to NGOs that had been actively cooperating with UNESCO and should be encouraged to become official partners. National Commissions shall play an important role in this respect by improving interaction with the Secretariat and the UNESCO-ONG Liaison Committee, and by identifying and helping new interested non-governmental partners to join the UNESCO-NGO network. Several Committee members noted with satisfaction the ongoing exercise of mapping official partnerships with NGOs. It is proposed that the results of this exercise be presented to the Executive Board at its 194th session in view of the preparation of the quadrennial report in 2015. They also welcomed the updating of the database of NGOs in official partnership and encouraged the Secretariat to continue in this direction, with the suggestion of including examples of best practices.

48.3 Madam Chairperson, since it was the last meeting of our Committee in its present configuration, we took the opportunity to exchange thoughts on what we have achieved during this biennium, and what could be improved. Some representatives insisted on the need for more complete and comprehensive information on NGOs; for example through hearings, in particular when the Committee is called upon to evaluate and propose NGO partners to reclassify to associate status. Regarding our thematic debates, we have tried to give them a more concrete orientation. They have been refocused on specific UNESCO programmes, thus providing a better understanding and assessment of the various projects and practices implemented in cooperation with NGOs. For the organization of the forthcoming thematic debates, we also suggested addressing South-South cooperation and North-South-South cooperation. Finally, without losing the NGOs' special place within UNESCO and the Committee, a few members mentioned the possibility of inviting to the

Committee's discussions other UNESCO non-governmental partners such as associate schools, UNESCO chairs or UNESCO centres.

48.4 Distinguished ladies and gentlemen, the second part of the Committee's work focused on UNESCO's Youth Programme. The Committee first benefited from a presentation on the 8th UNESCO Youth Forum. Members welcomed its new features and more interactive character, as well as the significant mobilization of youth NGOs for its design, preparation and roll-out. They outlined the importance of reaching out to as many youth groups as possible, while specially focusing on Africa and taking into account a gender-balanced representation.

48.5 The Committee also held a thematic debate on the cross-cutting theme of "UNESCO's action on youth: what role for NGOs?" The presentation of the Assistant Director-General for Social and Human Sciences on the UNESCO's Operational Strategy on Youth for 2014-2021, was followed by interventions by young representatives of six youth-focused and youth-led NGOs, as listed in document 192 EX/44, some of whom joined the debate by videoconference. Ways to strengthen and facilitate youth inclusion in UNESCO's work were suggested by these young panellists: for example by capitalizing on social media; ensuring greater engagement with local and national youth NGOs; fostering participation of youth NGOs in UNESCO's activities, including financially; and strengthening networks and building synergies with UNESCO's partner network. Several Committee members stressed the need to incorporate the voices, and address the concerns, of different youth movements across the world on development issues, and recognized the importance of involving youth in designing sustainable solutions.

48.6 Dear colleagues, at the end of its proceedings, the NGP Committee decided to recommend that the Executive Board adopt the draft decision contained in paragraph 6 of the Committee's report (document 192 EX/44). As you will see, the proposed draft decision includes paragraphs that reflect the discussions on youth issues and on the important role to be played by National Commissions.

48.7 Madam Chairperson, distinguished ladies and gentlemen, I have come to the end of my oral presentation of the debates in the NGP Committee. I hope that I have reflected the core ideas of our fruitful debates in the Committee and sincerely hope you will forgive me if I have overlooked anything. It goes without saying that I would like to express my gratitude to all those who have contributed to the success of our work throughout the biennium. Let me start by extending my sincere gratitude to you, Madam Chairperson, for your tireless support of the Committee's work. I would also like to pay tribute to the distinguished members of the Committee for their understanding and active participation. I would also like to sincerely thank the representative of the Director-General for his availability and contributions to our debates. I lastly express my gratitude to the Secretary of the NGP Committee and her team, as well as to the team of interpreters, the room clerks and the technical staff, who have contributed to the success of our work. I thank you all for your attention and I remain at your disposal to respond to any questions or comments you may have.

49. **The Chair** thanked Mr Amr for his presentation, before turning to the draft decision in paragraph 5 of document 192 EX/44 concerning item **31**. Seeing no objections, she considered that the Board wished to adopt the draft decision.

50. *It was **so decided**.*

51. **The Chair** thanked the Chair and members of the NGP Committee for their commendable work.

The meeting rose at 12.30 p.m.

EIGHTH MEETING

Thursday 10 October 2013, 3.05 – 4.05 p.m.

Chair: Ms Cummins

ADOPTION OF DRAFT DECISIONS RECOMMENDED TO THE EXECUTIVE BOARD (*continued*)

Item 17: Reports by the Executive Board on its activities and programme implementation

Part I: Activities in 2012-2013, including its methods of work (192 EX/17 Part I)

1. **The Chair** recalled that while Part II of document 192 EX/17 had been examined at the joint meeting of the PX and FA Commissions, she had opted to postpone consideration of Part I, the report drafted under her personal supervision as Chair of the Executive Board, in order to allow sufficient time for comments. Since no comments had been received, she was now submitting the report for adoption. It would be supplemented by an extensive oral report to the General Conference, on which she would consult the Bureau prior to the opening of the General Conference.

2. *The report contained in document 192 EX/17 Part II was adopted.*

Item 23: Preparation of the 37th session of the General Conference

Item 23 Part IV: Submission of nominations for the offices of President and Vice-Presidents of the 37th session of the General Conference (*continued*) (192 EX/23.INF)

3. **The Chair** explained that item 23 Part IV had already been examined in the meeting of 2 October 2013. However, nominations for two posts of Chairs of the Commissions and Committees of the General Conference had been pending since the matter had been considered by the Board at its 191st session. She now had confirmation of the names put forward by South Africa and Cameroon, respectively. On the recommendation of the Bureau, she proposed that the Board recommend to the General Conference the nominations of Dr Phil Mjwara, Director General of the Department of Science and Technology of South Africa, as Chair of the SC Commission, and Ms Hadidja Alim Youssouf, Minister of Basic Education of Cameroon, as Chair of the Credentials Committee.

4. *It was so decided.*

5. The Chair expressed congratulations to Dr Mjwara and Ms Youssouf.

Item 23 Part I: Revised provisional agenda of the 37th session of the General Conference (192 EX/23 Part I)

Draft decision in paragraph 7 of document 192 EX/23 Part I

6. **The Secretary** said that document 192 EX/23 Part I contained the six supplementary items that had been added to the provisional agenda by the deadline of 23 September 2013, pursuant to Rule 12 of the Rules of Procedure of the General Conference. The Board was asked to establish the revised provisional agenda based on the provisional agenda, examined at the previous session, and the list of supplementary items.

7. **Mr Andreasen** (Denmark) said that he had noted with interest the new item proposed by Belarus on trafficking, in paragraph 5.15 of the proposed draft decision. He wished to understand the logic of allocating that item to the APX Commission, when its relevance to UNESCO's mandate seemed to lie with the programme sectors.

8. **The Secretary** said that he thought the item had been regarded as a multisectoral issue. When in doubt, items were allocated to the commission with responsibility for general programme matters. Other ideas would be welcomed.

9. **Mr Sudders** (United Kingdom) said that he disagreed with several of the items listed in paragraph 6 of the draft resolution as suitable for consideration without prior debate. He was referring, in particular, in the proposed provisional agenda to item 11.1 "Financial report and audited consolidated financial statements relating to the accounts of UNESCO for the financial period ended 31 December 2011 and report by the External Auditor", item 11.2 "Financial report and audited consolidated financial statements relating to the accounts of UNESCO for the year ended 31 December 2012, and report by the External Auditor", and item 5.10 "Renewal of Operational Agreement of UNESCO-IHE Institute for Water Education" as it had been the subject of considerable discussion during the present session of the Board.

10. **Ms Haddad** (Grenada) said that she wished to put forward an amendment to the draft decision.

11. **Ms Lacœuilhe** (Saint Lucia) suggested that items 9.2 and 9.3, which currently appeared in the Annex to document 192 EX/23 Part I, the list of questions proposed to the General Conference for adoption without debate, should be placed on the agenda of the Legal Committee as usual. Item 13.1 "Report by the Director-General in cooperation with the Headquarters Committee on managing the UNESCO complex", should be debated, in view of the fact that the Headquarters Committee was a subsidiary organ of the General Conference and not the Executive Board. With regard to item 12.1 "Staff Regulations and Staff Rules", it was premature, not having seen the document or any amendments, to propose that there be no debate on the item.

12. **M. Poncet** (France) rappelle que des commissions et des comités, tels que le Groupe préparatoire ad hoc, ont été créés afin d'alléger les travaux du Conseil exécutif. S'agissant de la Conférence générale, il appuie la proposition de Sainte-Lucie visant à ce que le Comité juridique procède au débat sur les points relevant de sa compétence, et que la Conférence générale statue sur son rapport.

13. **Mme Ossakedjombou-Ngoua Memiaghe** (Gabon) demande pourquoi le point 11.3 « Barème des quotes-parts et monnaie de paiement des contributions des États membres », qui figure dans l'annexe, a été proposé pour adoption sans débat alors qu'il y est question de la vie de l'Organisation.

14. **The Secretary** said that item 11.3 was probably not the item the representative of Gabon had in mind. However, the Annex was only a list of proposals, which would still be only proposals even after adoption by the Board: the matter would be in the hands of the General Conference. He suggested, therefore, that all the items referred to by Gabon, Saint Lucia and the United Kingdom

be removed from the list in the Annex, which would then be submitted as amended.

15. **El Sr. Muñoz Ledo** (México) sugiere que se haga otro tanto con el conjunto de temas inscritos en el punto 11, habida cuenta de la vinculación que todos ellos guardan entre sí y de su carácter administrativo y financiero.

(15) **M. Muñoz Ledo** (Mexique) suggère qu'il en soit fait de même avec l'ensemble des questions inscrites au point 11, compte tenu du lien qui existe entre elles et de leur caractère administratif et financier.

16. **The Chair** proposed that the Annex to Part I be revised to exclude items 5.10, 9.2, 9.3, 11.1, 11.2, 11.3, 11.5, 12.1 and 13.1. She invited the representative of Grenada to present her proposed amendments to the draft decision.

17. **Ms Haddad** (Grenada) said that the proposed amendments, adding paragraphs 1bis and 5bis to the draft decision, related to the work of the joint meeting of the commissions. The procedure in the present draft decision was quite complicated. It would be easier to ask the commissions, meeting jointly prior to the meetings of the programme commissions, in addition to examining item 3.1, "Consideration and adoption of the Draft Medium-Term Strategy for 2014-2021 (37 C/4)" to examine, at the start of the work of the General Conference, only those parts of document 37 C/6 that proposed shifts in programmatic and budgetary aspects affecting different major programmes in parts of document 37 C/5. That would enable the commissions to know which items they would have to address. She understood that the Secretariat would be ready to prepare the necessary documents depending on the outcome of the Board's decision.

18. **The Chair** said that, as she heard no objection, she would take it that the Board wished to adopt paragraph 1, as amended, of the decision contained in paragraph 7 of document 192 EX/23 Part I.

19. *It was so decided.*

20. **Ms Haddad** (Grenada) said that Members now had copies of the draft amendments before them.

21. **The Chair** said that, as she heard no objection, she would take it that the Board wished to adopt paragraph 5, as amended, together with paragraphs 2, 3, 4 and 6 of the decision contained in paragraph 7 of document 192 EX/23 Part I.

22. *It was so decided.*

23. **The Chair** said that the Board had before them the proposal of Grenada for paragraph 5bis of the decision contained in paragraph 7 of document 192 EX/23 Part I, which read: "*Decides that the joint meeting of the commissions scheduled prior to the meetings of the programme commissions will, in addition to item 3.1, examine item 4.2 'Consideration and adoption of the Draft Programme and Budget for 2014-2017 (37 C/5)' limited to the parts of document 37 C/6 proposing shifts in programmatic and budgetary aspects affecting different major programmes in parts of document 37 C/5.*"

24. **Mr Andreasen** (Denmark) said that he believed that Grenada's proposal concerned document 192 EX/23 Part II, regarding the organization of the work of the

37th session of the General Conference, which had not yet been discussed.

25. **The Secretary** said that the matter could be taken care of either in Part I or in Part II, which dealt with the organization and scheduling.

26. **The Chair** asked whether there were any objections to the proposal from Grenada.

27. **Mr Sudders** (United Kingdom) said that he was not sure whether the amendment went far enough in order to achieve what was desired and seemed to stop just one phrase short. He therefore suggested adding the words "*with a view to reassigning items of work to other commissions*", in order to specify what the Board actually wished the Secretariat to do.

28. **The Secretary** said that all would become clear when the Board examined Part II. The idea was that the joint meeting of the commissions, which had been scheduled early in the session, would make those decisions.

29. **The Chair** said that the proposed amendment recommended that the joint meeting of commissions would examine those items relating to proposed shifts in programmatic and budgetary aspects, and would assign them appropriately according to where the Board anticipated they should have been in the original programme. If she heard no objections, she would take it that the Board wished to adopt the draft proposal for paragraph 5bis of the decision contained in paragraph 7 of document 192 EX/23 Part I.

30. *It was so decided.*

31. **The Chair** said that if she heard no objections, she would take it that the Board wished to adopt the draft decision contained in paragraph 7 of document 192 EX/23 Part I, as amended.

32. *It was so decided.*

Item 23 Part II: Addendum to the draft plan for the organization of the work of the 37th session of the General Conference (192 EX/23 Part II)

Draft decision in paragraph 5 of document 192 EX/23 Part II

33. **The Chair** invited the Director-General to introduce the item.

34. **Le Secrétaire** explique que la Partie II du document contient des propositions concernant la répartition entre les différents organes de la Conférence générale des questions supplémentaires proposées à l'ordre du jour, une note explicative sur l'examen et l'adoption par la Conférence générale des documents 37 C/4, 37 C/5, 37 C/6 et 37 C/11, ainsi qu'un projet de calendrier révisé de la session tenant compte des décisions adoptées à la session précédente.

35. **Mr Andreasen** (Denmark), thanking the Secretariat for the document, wished to know whether the reports from the various programme commissions, which used to be approved by the commissions themselves before submission to the plenary, would be submitted to the Board for examination prior to their approval, as proposed at the 191st session of the Board. At that session it had also been proposed that the joint meeting of the commissions be held early in order to deal with

document 37 C/4, which provided the framework for the programme commissions' work. He expressed concern that there might not be adequate time allotted to the joint meeting of the commissions and requested the Secretariat's comment on that matter. Furthermore, he requested clarification on where and when the expenditure plan would be dealt with during the General Conference. Finally, he requested inclusion of an agenda item concerning the operational strategy on youth for 2014-2021 so that the General Conference could take action on the recommendations of the UNESCO Youth Forum.

36. **Ms Haddad** (Grenada) said that as it had been decided to hold the joint meeting of the commissions dealing with the part of document 37 C/6 that proposed shifts in programmatic and budgetary aspects, section 3 of Annex I of document 192 EX/23 Part II should be amended accordingly, and document 37 C/2 should also reflect that decision when submitted to the General Conference.

37. **Mr Sudders** (United Kingdom), drawing attention to the schedule of the Education Commission's meetings in the proposed timetable in Annex II of document 192 EX/23 Part II, suggested that, in order to cut costs, the Education Commission's meetings could start half a day earlier so that they finished on the Saturday, rather than straddling the weekend and ending on the Monday morning.

38. **Ms Lacœuilhe** (Saint Lucia) said regarding document 192 EX/23 Part II, in section 3 of Annex I, concerning the expenditure plan presented by the Director-General, that it was not clear what was meant by "*the Member States may then wish to submit amendments to this proposal by the Executive Board*". She requested clarification as to whether the General Conference would be submitting amendments to the decision taken by the Executive Board or to the income and expenditure plan.

39. **Mr d'Orville** (Assistant Director-General for the Bureau of Strategic Planning) said that the three short paragraphs in section 3, Annex I of document 192 EX/23 Part II had been drafted prior to the action by the Executive Board. The recommendations by the Executive Board in their totality, not only the expenditure plan, would be submitted to the General Conference. In the decision of the Executive Board, the expenditure plan had been endorsed, which was why the proposal had been formulated thus. In his understanding, all the programme commissions would have a stake in the expenditure plan. If Member States wished to amend the plan they would need to indicate whether they were proposing to increase certain funds and if so, from which area those funds would be taken. The proposal would be made in the programme commission concerned, but would need to be examined by the joint meeting of commissions in order to be adopted in the overall expenditure plan for 2014-2015.

40. **Ms Álvarez Laso** (Assistant Director-General for Social and Human Sciences) thanked Denmark for the interest shown in the UNESCO Youth Forum. In response to his question as to whether the operational strategy on youth should be treated as a separate item, she said that as the UNESCO Youth Forum was an integral part of the Draft Programme and Budget for 2014-2017 (37 C/5), it could be discussed under that item.

41. **Mr Andreasen** (Denmark) said that although he was aware that the report from the UNESCO Youth Forum

was included in the agenda of all the programme commissions, 191 EX/Decision 21 Part II had raised different expectations and he quoted from the decision: "the draft operational strategy on youth for 2014-2021 should be the main theme at the Youth Forum, with a view to addressing recommendations to the General Conference in the framework of its examination of the Draft Medium-Term Strategy for 2014-2021 (37 C/4)". The youth strategy was therefore an important dimension of the Medium-Term Strategy, and he wished to have it discussed in the same context in order to make the recommendations from the UNESCO Youth Forum much more useful in determining the operational strategy on youth.

42. **The Secretary** said that at the forthcoming session of the General Conference efforts would be made to do the same as at the Executive Board by not having reports adopted in the commissions before they were adopted in plenary, according to the procedure approved by the Executive Board at its 191st session and already integrated into document 37 C/2. There was a calculated risk that it might lead to one or two more questions or interventions in the plenary, and if that was found to open up debates and create too many problems, the method would be revisited for the subsequent session of the General Conference. He believed that sufficient time had been allotted to the joint meeting of commissions. Regarding the timetable for the Education Commission, it could not be brought forward without interfering with the the Leaders' Forum on 6 November, during which all meetings of commissions were being avoided. Finally, there was the joint meeting of the commissions, which included the Education Commission. He therefore could not see a solution other than encouraging Member States to rattle through the business in order to finish on the Saturday.

43. **M. Poncet** (France), s'étonnant de ne pas voir figurer parmi les points supplémentaires le point proposé par M. Tang (ADG/ED) concernant l'avenir de l'Éducation pour tous, demande si la proposition en question est maintenue.

44. **Mr Andreasen** (Denmark) said that he had not heard any comments concerning 191 EX/Decision 21 Part II, which implied that the operational strategy on youth should be integrated into the agenda. He proposed that it be included in the agenda of the joint meeting of commissions in the context of the Medium-Term Strategy, thus providing an opportunity for the General Conference to discuss the recommendations from the UNESCO Youth Forum.

45. **The Chair** said that Denmark might wish to consider proposing an amendment to the draft resolution along those lines.

46. **Mr Sudders** (United Kingdom) said that having heard the Secretariat's explanation for the timing of the Education Commission, he wished to know why the joint meeting of the commissions could not be brought forward to begin on Wednesday afternoon, 6 November, as he did not think it strictly necessary for everyone to attend the whole of the Leaders' Forum. That way, the Education Commission could finish by Saturday. Trying to rattle through the business was not a solution because it would mean that costly flexible tickets might have to be

purchased just in case their business was not finished by Saturday.

47. **The Chair** said that the Executive Board might wish to give some consideration to the question raised by the United Kingdom concerning the schedule of the Education Commission's meetings. In the meantime, she invited the Assistant Director-General for Social and Human Sciences to respond to the question put by Denmark and the Assistant Director-General for Education to respond to the question put by France.

48. **Ms Álvarez Laso** (Assistant Director-General for Social and Human Sciences) said that they were of course fully aware of what was in 191 EX/Decision 21 Part II and were taking it into consideration. She said that the Youth Forum was primarily about discussing the operational strategy on youth, as well as the entrepreneurial project that would receive funding. The UNESCO Youth Forum was an integral part of documents 37 C/4 and 37 C/5, which were examined in the programme commissions.

49. **Mr Tang** (Assistant Director-General for Education) confirmed that the post-2015 global education agenda would indeed be addressed at the General Conference.

50. **The Chair**, having left the Board time to reflect on the comments made by the United Kingdom, invited Members to express their views concerning the proposal to bring the Education Commission meetings forward. If nobody was against the proposal, the United Kingdom could either propose an amendment or leave it up to the Secretariat to revise the agenda accordingly.

51. **Mr Sudders** (United Kingdom) said that he was content to leave it to the Secretariat to amend the timetable accordingly.

52. **The Chair** said that the Secretariat would amend the timetable to bring forward the Education Commission's meetings. She then invited the Board to propose any amendments to the draft decision contained in paragraph 5 of document 192 EX/23 Part II.

53. **Mr Andreasen** (Denmark) proposed inserting after paragraph 1, the following paragraph: "Recalling 191 EX/Decision 21 Part II", which reflected the point he had made on having the operational strategy on youth discussed in the context of the Medium-Term Strategy.

54. **The Chair** said that if she heard no objections, she would take it that the Board wished to amend the draft decision as proposed by Denmark.

55. *It was so **decided**.*

56. **The Chair** said that if she heard no objection, she would take it that the Board wished to adopt the draft decision contained in paragraph 5 of document 192 EX/23 Part II, as amended.

57. *It was so **decided**.*

Part III: Venue of the 38th session of the General Conference of UNESCO (192 EX/23 Part III)

Draft decision in paragraph 5 of document 192 EX/23 Part III

58. **The Chair** said that if she heard no objection to the proposal to hold 38th session of the General Conference of UNESCO at the Headquarters in Paris, she would take it that the Board wished to adopt the draft decision in paragraph 5 of document 192 EX/23 Part III.

59. *It was so **decided**.*

Part V: Admission to the 37th session of the General Conference of observers from international non-governmental organizations other than those with the status of official partners of UNESCO (192 EX/23 Part IV)

Draft decision in paragraph 6 of document 192 EX/23 Part IV

60. **Le Secrétaire** indique que, conformément à la procédure en vigueur, la Directrice générale a invité les organisations non gouvernementales en partenariat officiel avec l'UNESCO à participer à la 37^e session de la Conférence générale à titre d'observateurs, et à communiquer le nom de leurs représentants. Il explique que le Conseil a été saisi des demandes d'admission des 24 fondations et institutions similaires entretenant des relations officielles avec l'UNESCO, dont la liste figure à l'annexe I du document, ainsi que des huit ONG ne bénéficiant pas du statut de partenaire officiel de l'UNESCO, dont la liste figure à l'annexe II. Il précise que la plupart de ces organisations coopèrent déjà depuis longtemps avec l'UNESCO et devraient devenir partenaires officiels sous peu, et rappelle enfin que, conformément à sa décision 125 EX/6.2, le Conseil examine ces listes dans leur intégralité et prend une décision d'ensemble consistant soit à recommander, soit à ne pas recommander à la Conférence générale d'admettre ces observateurs.

61. **The Chair** said that if she heard no objection, she would take it that the Board wished to adopt the draft decision in paragraph 6 of document 192 EX/23 Part IV.

62. *It was so **decided**.*

63. **The Chair** said that the following day the Board would be examining the reports of the Finance and Administrative Commission (FA), the Programme and External Relations Commission (PX) and the joint meeting of the FA and PX Commissions, as well as the summary records of 191st session of the Executive Board.

The meeting rose at 4.05 p.m.

NINTH MEETING

Friday 11 October 2013, 10.20 a.m. – 12.05 p.m.

Chair: Ms Cummins

DRAFT DECISIONS RECOMMENDED TO THE EXECUTIVE BOARD (continued)

Finance and Administrative Commission (FA): report and draft decisions recommended to the Executive Board (192 EX/46)

Item 4: Execution of the programme adopted by the General Conference

Part II: Budget adjustments authorized within the Appropriation Resolution for 2012-2013 and Management Chart for Programme Execution in 2012-2013 (36 C/5 Approved) – Status as at 30 June 2013 (Non-audited) (192 EX/4 Part II, 192 EX/4.INF.2 and 192 EX/AHPG.INF)

Draft decision in paragraph 2 of document 192 EX/46

Part IV: State of progress of the reform of the field network (192 EX/4 Part IV)

Draft decision in paragraph 3 of document 192 EX/46

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

Part III: Management issues (192 EX/5 Part III, 192 EX/5.INF)

Draft decisions in paragraph 4 of document 192 EX/46

Part IV: Human resources issues (192 EX/5 Part IV and Add.)

Draft decisions in paragraph 5 of document 192 EX/46

Item 15: Category 2 institutes and centres

Item 15 Part II: Establishment in Saudi Arabia, of a regional centre for quality and excellence in education (192 EX/15 Part II)

Draft decision in paragraph 6 of document 192 EX/46

Item 15 Part III: Establishment in Sirs El-Layyan, Egypt, of a regional centre for literacy and adult education (192 EX/15 Part III)

Draft decision in paragraph 7 of document 192 EX/46

Item 15 Part IV: Establishment in Castellet i La Gornal, Spain, of an international centre on Mediterranean Biosphere Reserves (192 EX/15 Part IV)

Draft decision in paragraph 8 of document 192 EX/46

Item 15 Part V: Establishment in Dehradun, India, of a centre for world natural heritage management and training (192 EX/15 Part V)

Draft decision in paragraph 9 of document 192 EX/46

Item 15 Part VI: Establishment in Algiers, Algeria, of a regional centre for safeguarding intangible cultural heritage in Africa (192 EX/15 Part VI and Corr.)

Draft decision in paragraph 10 of document 192 EX/46

Item 15 Part VIII: Establishment in Oregon, USA, of an International Institute for Intercultural Dialogue and Conflict-Sensitive Reporting (IIDCSR) (192 EX/15 Part VIII)

Draft decision in paragraph 11 of document 192 EX/46

Item 15 Part IX: Establishment in Tehran, Iran (Islamic Republic of), within the Iranian National Institute of Oceanography and Atmospheric Science (INIOAS), of a Regional Educational and Research Center on Oceanography for Western Asia (192 EX/15 Part IX)

Draft decision in paragraph 12 of document 192 EX/46

Item 24: Financial report and audited consolidated financial statements for the year ended 31 December 2012 and report by the External Auditor (192 EX/24 Parts I and II)

Draft decision in paragraph 13 of document 192 EX/46

Item 25: Actual position concerning all payment plans agreed upon between UNESCO and Member States in arrears with their contributions and the implementation of the incentive scheme for the prompt payment of contributions (192 EX/25 and Add.)

Draft decision in paragraph 14 of document 192 EX/46

Item 27: Report by the Director-General as at 31 May 2013 on the implementation of the recommendations of the External Auditor and his comments thereon (192 EX/27, 192 EX/27.INF and Corr.)

Draft decision in paragraph 15 of document 192 EX/46

Item 28: Report by the Director-General, in cooperation with the Headquarters Committee, on managing the UNESCO complex (192 EX/28 Rev. and Add.)

Draft decision in paragraph 16 of document 192 EX/46

Item 29: New audits by the External Auditor

Item 29 Part I: Audit of the Montevideo Office (192 EX/29 Part I)

Draft decision in paragraph 17 of document 192 EX/46

Item 29 Part II: Follow-up to the 2011 audit of the management of the UNESCO Restaurant Services and Commissary (192 EX/29 Part II and 192 EX/29.INF)

Draft decision in paragraph 18 of document 192 EX/46

Item 30: Follow up on the proposals of the Working Group on the implications of the application of International Public Sector Accounting Standards (IPSAS) for the implementation of the incentive scheme for the prompt payment of contributions (192 EX/30)

Draft decision in paragraph 19 of document 192 EX/46

1.1 **Mr Sudders** (United Kingdom) (Chair of the Finance and Administrative Commission – FA) *in extenso*:
Madam President of the General Conference, Madam Chair of the Executive Board, Madam Director-General, distinguished members of the Executive Board, colleagues, it gives me great pleasure to submit to this plenary meeting at the 192nd session of the Executive Board the report on the work of the last Finance and Administrative Commission of this biennium. At the outset,

I would like to express my sincere appreciation to the Ad Hoc Preparatory Group and its Chair, Ms Vera Lacœuilhe (Saint-Lucia) for their contribution to this report through their recommendations on item **4 Part II**. Following the example of her report to the plenary and taking inspiration from the words of Franklin D. Roosevelt who said on the subject of giving speeches, "*Be sincere, be brief and be seated,*" I shall strive to do all three.

1.2 Madam Chair, colleagues, over two days the Finance and Administrative (FA) Commission examined a total of 22 decisions, which can be found in paragraph 1 of document 192 EX/46. I would like to propose that the Executive Board globally adopt the draft decisions in document 192 EX/46. With your permission, I will now proceed to highlight only the most critical elements of our debate.

1.3 On item **4 Part II** concerning the budget adjustments authorized within the Appropriation Resolution for 2012-2013 and Management Chart for Programme Execution in 2012-2013 (36 C/5 Approved) – Status as at 30 June 2013 (Non-audited), members of the Finance and Administrative Commission took the floor on the use and management of the Special Emergency Multi-Donor Fund, intersectoral platforms, decentralization, structure and staff resources within the \$507 million expenditure plan, the impact of staff departures including retirements and previous voluntary separation schemes and reporting on in-kind contributions. Herein it was observed that the management chart incorrectly included the governing bodies as beneficiaries of the Emergency Fund. It was also requested that reporting on in-kind contributions be further improved in order to include such contributions from Goodwill Ambassadors. In this regard, it was noted that the current reporting only included one financial contribution made by one Goodwill Ambassador and that, while a full list of contributions from the Goodwill Ambassadors had been prepared and was ready for distribution, only some of these had any values indicated. The Commission was also informed that 8% of the total allotments under the Emergency Fund were made in support of the field network reform and a further 4% supported field office operations. The Commission expressed its appreciation to the Secretariat for the fact that the Organization would not carry forward any budget deficit into the next biennium.

1.4 In examining item **4 Part IV** concerning the state of progress of the reform of the field network, members mainly focused their discussion on the viability of the current field network and the possible implications of suspending the field reform. References were made to the opinion expressed by the representative of the External Auditor during the deliberations of the Ad Hoc Preparatory Group on item **16 Part I**, that suspension of the field reform would not necessarily lead to savings and, on the contrary, could indeed prove to be the more expensive option. In this regard, members took the view that the roll-out of the field reform in other regions should be subject to a thorough examination. Questions were also raised concerning the viability of the current field network given the new financial realities. Was it worth keeping the same number and size of offices? With respect to the new accountability framework, while supporting the revised reporting lines and the principle of empowering the heads of field offices, members also underlined the importance of ensuring robust governance and management and a well-functioning oversight system from Headquarters. In

this regard, members were "eagerly" looking forward to receiving the "Ivory Note" on the subject which had been mentioned on several previous occasions by the Secretariat. With respect to document **192 EX/46 Part IV**, the draft decision recommended to the plenary is in paragraph 2 of document 192 EX/46. In this regard, it was agreed that paragraph 7 of the draft decision would not apply in the event that the \$653 million budget was realized.

1.5 Now on item **5** "Follow-up to decisions and resolutions adopted by the Executive Board and the General Conference at their previous sessions" **Part III** "Management issues". In discussing **Part III (A)** concerning the implementation of the Participation Programme and emergency assistance, several members emphasized the importance of the Programme and its positive impact. It was observed, however, that the decision of the Executive Board on the Participation Programme was not included in the C/6 document. In his reply, the representative of the Director-General undertook to include the decision.

1.6 Regarding **Part III (B)** concerning the proposal for the Organization of regional consultation meetings concerning the C/4 and C/5 documents, members took note of the proposed new format, expected outcomes and cost estimates. Concerns were raised, however, about how the focus of discussion could be improved in the context of online consultations and how countries with insufficiently developed e-infrastructure could fully participate. It was also suggested that, in light of the complexity of the consultation exercise, the format of the questionnaire should be reviewed, in consultation with Member States, and submitted to the 38th session of the General Conference. The members of the Commission were informed by the Secretariat that past experience in UNESCO and other United Nations agencies in holding virtual meetings had shown encouraging evidence that the focus of discussion could be maintained.

1.7 In considering **Part III (C)** regarding the progressive implementation of results-based budgeting (RBB) at UNESCO, members took note of the revised calendar of implementation. A question was raised as to whether RBB would be extended to include all the central services. It was confirmed to the Members that this matter was indeed part of the Secretariat's RBB project plan and that a proposal would be presented to the Executive Board at a later stage.

1.8 **Part III (D)** on the implementation of the action plan for improved management of extrabudgetary funds gave rise to much discussion among Members of the Commission. A number of Members expressed their satisfaction that the amount of funds mobilized for extrabudgetary activities had remained stable and that the donor base had been diversified despite the financial crisis. It was suggested, however, that the resource mobilization targets for some programme sectors in the Complementary Additional Programme (CAP) were not realistic. This was acknowledged by the Secretariat and the need for adjustment was recognized. The need for UNESCO to rely more on the private sector and make use of innovative financing was also stressed. In light of the growing importance of extrabudgetary funds for achieving regular programme objectives, it was felt that the alignment between the regular programme and the extrabudgetary projects and activities should be further strengthened. In this regard it was indicated by the

Secretariat that they would review the CAP with a view to focusing on clear and specific expected results. The Secretariat also emphasized their continuing vigilance with regard to proposed partners and any ethical or reputational issues that may arise. Members also expressed their strong wish to see progress in the implementation of tools and systems related to budgeting, cost recovery and monitoring of projects. The self-assessment monitoring of extrabudgetary funds was explained. One member questioned whether self-assessment was appropriate and noted that she might be tempted in a self-assessment to mark herself as the best in the world. As the Chair of the Commission, I pointed out that she had just proved the validity of the self-assessments since were we to mark her we would also come to the same conclusion. Members also requested that the action plan for improved management of extrabudgetary funds launched in 2006 be updated taking into account the relevant reports of the Internal Oversight Service (IOS) and the External Auditor.

1.9 With regard to **Part III (E)**, members took note of the Comprehensive Partnership Strategy presented by the Secretariat. While the improvement in the quality of the strategy was recognized by members, it was observed that the strategy lacked “visibility”, and Members regretted in particular the absence of detailed information on the UNESCO website about the work performed by the UNESCO Goodwill Ambassadors. The need to add a performance indicator for the private sector concerning the pursuit of and support for the expected results of Major Programmes was also highlighted.

1.10 Finally, in considering **Part III (F)** regarding the After-Service Health Insurance (ASHI) liability, the Commission noted that the information had not been available to allow the Director-General to report to the Executive Board’s 192nd session but would be presented at the 194th session. The UNESCO Staff Union (STU) took the floor to emphasize the importance of funding the ASHI liability.

1.11 In considering **Part IV (A)** on the geographical distribution and gender balance of the staff of the Secretariat, many Members underlined the importance of ensuring a wide geographical representation of staff. Members were particularly concerned about improving the geographical distribution amongst non- and under-represented countries. In particular, the suspension of the Young Professionals Programme for the next biennium was a cause for concern for many. The Secretariat recalled that selection was made first and foremost on the basis of integrity, efficiency and technical competence but that, at equal competence, geographical representation was very much considered. The International Staff Association of UNESCO (ISAU) took the floor on this item.

1.12 In discussing **Part IV (B)** on the use of consultant contracts in 2012 and the implementation of the revised policy on individual consultants and other specialists, Members emphasized that the Secretariat should also pay attention to the equitable geographical distribution of consultants. The need to ensure better use of local consultants, which would also help achieve savings, was also emphasized. The Secretariat emphasized that all consultants must be registered on the new consultant roster before they could be awarded a contract.

1.13 Moving on to item **15** “Category 2 institutes and centres”. In considering this item, members noted with concern the disparity in quality and level of detail in the documents presented with respect to each individual institute or centre. They further observed that, in the documents submitted, the model agreement establishing these institutes and centres nearly always required amendment. It was felt that this was surely a sign that the template needed to be updated. Finally, the Commission considered and adopted decisions relating to the establishment of seven category 2 institutes and centres.

1.14 With regard to item **24** “Financial report and audited consolidated financial statements for the year ended 31 December 2012 and report by the External Auditor”, members noted the clean audit opinion issued by the External Auditor. The Secretariat was commended on the unqualified audit opinions in each of the last three years following the adoption of International Public Sector Accounting Standards (IPSAS). The fact that the current system of dealing with after-service health insurance (ASHI) liability is also unsustainable was again noted. A query on the legal grounds for the use of reserves as per recommendation No. 1 of the External Auditor was raised. In reply, the Secretariat clarified that it was currently gathering information on practices by other United Nations agencies which could eventually be proposed for implementation in UNESCO.

1.15 With regard to item **25** “Actual position concerning all payment plans agreed upon between UNESCO and Member States in arrears with their contributions and the implementation of the incentive scheme for the prompt payment of contributions”, members took note of the incentive scheme which would be put forward to the General Conference for decision. Regarding the proposed postponement of the distribution of funds under the scheme, the view was expressed that changing rules that had already been agreed risked creating a “breach of trust” vis-à-vis future incentive schemes. In response, the Secretariat underlined that there were two incentive schemes, one already closed covering the 2010-2011 biennium and one starting in 2012, and that the issue at stake was the impact of the postponement of funds distribution on the transition to a \$507 million expenditure plan.

1.16 On item **27** “Progress made in the implementation of the recommendations of the External Auditor on audits already undertaken (Status as at 31 May 2013)”, the differences in appreciation between the Secretariat and the External Auditor regarding the implementation of recommendations 7 and 10 (192 EX/27.INF) were highlighted. It was noted that these did not count as having been implemented and they would be followed up. The members also noted that those recommendations that were subject to a decision by the Board and thus had been noted as “implemented” in the report so as to avoid duplicate reporting, would be, as with all Board decisions, duly followed up and implemented.

1.17 In considering item **28** “Report by the Director-General, in cooperation with the Headquarters Committee, on managing the UNESCO complex”, members heard the activity report presented by the Chair of the Headquarters Committee. They subsequently commended the Chair and the Committee for their work over the past biennium.

1.18 Now on the penultimate item, item **29** “New audits by the External Auditor” **Part I** “Audit of the Montevideo Office”, members suggested that audit findings and reports should serve to establish a checklist of best management practices and common issues that could be used to improve the functioning of all UNESCO offices. A concern was raised about the seeming lack of regard for cost effectiveness and, in the same vein, it was felt that the retroactive approval of mission travel should not happen again. The need for a clear accountability framework was again brought to the fore.

1.19 With regard to item **29 Part II** “Follow-up to the 2011 audit of the management of the UNESCO Restaurant Services (URS) and Commissary”, members noted that the External Auditor had expressed satisfaction that root causes and possible remedies seemed to have been identified, and that efforts were being deployed through tighter control of URS. The management of human resources, particularly relating to the personnel of URS and the debt with the suppliers, were singled out as areas of major concern. As for the Commissary, it was noted that the discontinuation of tobacco sales in 2012 had dealt a fatal blow to its operation. Given the proximity of retail outlets to UNESCO, it was felt that a new future strategy needed to be identified for the Commissary but that closure was an option. For both the UNESCO Restaurant Service and the Commissary, members underlined the importance of implementing previous audit recommendations, including the creation of a Council of Users for the Restaurant and the establishment of a “business-focused” approach in managing the Commissary.

1.20 And finally, on item **30** “Follow up on the proposals of the Working Group on the implications of the application of International Public Sector Accounting Standards (IPSAS) for the implementation of the incentive scheme for the prompt payment of contributions”, it was emphasized that the Working Group set up to make recommendations on mechanisms to encourage prompt payments had not recommended discontinuing the scheme, but that an evaluation had been requested of implications using IPSAS results.

1.21 Madam Chair, I have now come to the end of my “brief” oral presentation. As I noted at the beginning, the draft decisions recommended to the plenary for adoption are in document 192 EX/46. With your permission, I would like to express my gratitude to all those who contributed to the success of our work. Let me start, Madam Chair, by thanking you. Your trust and unstinting support to the work of our Commission has been invaluable. I would like to pay tribute to our colleagues, the members of the FA Commission. I have felt privileged to be in their midst and humbled at the confidence that they have displayed in me and for their support all throughout this biennium. I give my sincere thanks to them. I would also like to thank the Director-General, the Deputy Director-General, the Assistant Director-General for the Bureau of Strategic Planning, the Director of the Internal Oversight Service, the Director of the Bureau of Human Resources Management, the Chief Financial Officer and the other colleagues of the Senior Management Team who provided us with all the necessary inputs and clarifications to carry out our work effectively; the Secretary of the Executive Board, Michael Millward, Karima Bekri and their team for all their support, since we have made many demands on them throughout the course of this biennium

and they have always come through; the interpreters, translators, on-screen typists, document production unit, room clerks and technicians, upon all of whom we entirely depended for the smooth functioning of our work; and finally, the Secretary of the FA Commission, Mr Sachin Bhatt and his team – Eunice Ong, Elena Constantinou, Alexandre Deganis and Marc-Antoine Demay. During the course of this biennium, we also had Anna Tolstyko-Wang and Herminia Hernandez in the team and I thank them too.

1.22 Dear colleagues, I thank you all for your attention and remain at your disposal to respond to any questions or comments that you may have.

2. **The Chair** thanked the Chair of the Finance and Administrative Commission for his concise yet informative report. She recalled that pursuant to Rule 47 of the Rules of Procedure of the Executive Board, the Board should adopt the entire set of draft decisions recommended by each plenary commission as a whole unless a Member State requested that a specific decision be adopted separately. She understood a consensus had been reached in the FA Commission relative to its draft decisions, and asked the Board if they wished to request that any draft decisions be adopted separately. Seeing no such requests, she took it that the Board wished to adopt the entire set of draft decisions contained in document 192 EX/46.

3. *It was so decided.*

4. **Mme Ossakedjombo-Ngoua Memiaghe** (Gabon), après avoir félicité M. Sudders pour la qualité de son rapport, dont, en tant que membre de la Commission, elle approuve le contenu, souhaite appeler l'attention du Conseil exécutif sur le fait que le paragraphe 3 du projet de décision présenté au titre du point 5 Partie IV (A), qui concerne les critères déterminants du recrutement, a fait l'objet d'un débat au sein de la Commission et que celle-ci n'est pas véritablement parvenue à un accord à ce sujet. Les États non- ou sous-représentés au sein du Secrétariat auraient en effet souhaité qu'il soit également tenu compte du critère de la répartition géographique équitable. Cela étant dit, l'oratrice ne demande pas un examen séparé du projet de décision mais suggère que quelques pays du groupe africain et du groupe arabe, régions sous-représentées, se penchent à l'avenir sur la question.

Programme and External Relations Commission (PX): report and draft decisions recommended to the Executive Board (192 EX/47)

Point 4 : Exécution du programme adopté par la Conférence générale

Point 4 Partie I : Exécution du programme (192 EX/4 Partie I ; 192 EX/AHPG.INF)

Projet de décision figurant au paragraphe 2 du document 192 EX/47

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

Point 5 Partie I : Questions relatives au programme (C) Institutions culturelles et éducatives en Iraq (192 EX/5 Partie I)

Projet de décision figurant au paragraphe 3 du document 192 EX/47

Point 5 Partie I : Questions relatives au programme (D) Mise en œuvre de la résolution 36 C/43 et de la décision 191 EX/5 (I) relative à la Rampe des Maghrébins dans la Vieille Ville de Jérusalem (192 EX/5 Partie I)

Projet de décision figurant au paragraphe 4 du document 192 EX/47

Point 6 : Proposition concernant un programme d'action global pour l'EDD comme moyen d'assurer le suivi de la Décennie des Nations Unies pour l'éducation au service du développement durable après 2014 (192 EX/6 ; 192 EX/6.INF)

Projet de décision figurant au paragraphe 5 du document 192 EX/47

Point 7 : Mise en œuvre de la Décennie des Nations Unies pour l'alphabétisation (2003-2012) et recommandations spécifiques pour la période qui suivra la Décennie (192 EX/7)

Projet de décision figurant au paragraphe 6 du document 192 EX/47

Point 8 : Participation de l'UNESCO aux préparatifs d'un agenda pour le développement post-2015 (192 EX/8, 192 EX/8.INF)

Projet de décision figurant au paragraphe 7 du document 192 EX/47

Point 10 : Étude préliminaire sur les aspects techniques et juridiques liés à l'opportunité de réviser la Recommandation de 1974 concernant la condition des chercheurs scientifiques (192 EX/10)

Projet de décision figurant au paragraphe 8 du document 192 EX/47

Point 11 : Jérusalem et la mise en œuvre de la résolution 36 C/43 et de la décision 191 EX/9 (192 EX/11)

Projet de décision figurant au paragraphe 9 du document 192 EX/47

Point 12 : Mise en œuvre de la décision 191 EX/10 sur « les deux sites palestiniens d'Al-Haram Al-Ibrahimi/Tombeau des Patriarches à Al-Khalil/Hébron et de la Mosquée Bilal bin Rabah/Tombe de Rachel à Bethléem » (192 EX/12)

Projet de décision figurant au paragraphe 10 du document 192 EX/47

Point 14 : Instituts et centres de catégorie 1

Point 14 Partie I : Rapport du Conseil d'administration de l'Institut international de l'UNESCO pour le renforcement des capacités en Afrique (IIRCA) sur les activités de l'Institut en 2012-2013 (192 EX/14 Partie I)

Projet de décision figurant au paragraphe 11 du document 192 EX/47

Point 32 : Propositions relatives à la célébration des anniversaires auxquels l'UNESCO pourrait être associée en 2014-2015, et recours présentés par les États membres à ce sujet (192 EX/32, 192 EX/32.INF)

Projet de décision figurant au paragraphe 12 du document 192 EX/47

Point 33 : Application de la résolution 36 C/81 et de la décision 191 EX/34 concernant les institutions éducatives et culturelles dans les territoires arabes occupés (192 EX/33)

Projet de décision figurant au paragraphe 13 du document 192 EX/47

Point 34 : Rapport de la Directrice générale sur la reconstruction et le développement de Gaza : application de la décision 191 EX/35 (192 EX/34)

Projet de décision figurant au paragraphe 14 du document 192 EX/47

Point 38 : Journée internationale du sport et de l'activité physique (192 EX/38 ; 192 EX/DG.INF)

Projet de décision figurant au paragraphe 15 du document 192 EX/47

Point 39 : Proclamation de 2016 année internationale de la compréhension mondiale (AICM) (192 EX/39, 192 EX/DG.INF)

Projet de décision figurant au paragraphe 16 du document 192 EX/47

Point 41 : Les perspectives post-2015 de l'EPT (192 EX/41, 192 EX/DG.INF)

Projet de décision figurant au paragraphe 17 du document 192 EX/47

Point 42 : Suivi de la mission de suivi réactif UNESCO sur le site de la Vieille Ville de Jérusalem et ses remparts et la réunion d'experts UNESCO sur la Rampe des Maghrébins (192 EX/42 Rev.)

Projet de décision figurant au paragraphe 18 du document 192 EX/47

5.1 **M. Adoua** (Congo) (Président de la Commission du programme et des relations extérieures – PX) *in extenso* :

Madame la Présidente du Conseil exécutif, Madame la Présidente de la Conférence générale, Madame la Directrice générale, chers collègues, j'ai l'honneur de vous présenter les conclusions des travaux de la Commission du programme et des relations extérieures à la 192^e session du Conseil. La Commission a amendé et adopté son calendrier et a élu M. Ngwabi Mulunge Bhebe, distingué représentant du Zimbabwe, Président temporaire. Durant cette session, la Commission PX a examiné 16 points au cours de cinq séances. La Commission PX a également examiné 13 points conjointement avec la Commission FA. Deux de ces points avaient été discutés de manière approfondie par le Groupe préparatoire ad hoc, dont les recommandations ont été rappelées au moment d'examiner chacun d'eux. Je souhaite ici remercier le Groupe préparatoire ad hoc et tout particulièrement sa Présidente, Mme Vera Lacœuilhe, Ministre Conseillère, Déléguée permanente adjointe de Sainte-Lucie, pour le travail de fond réalisé, qui a permis d'éclairer les discussions des commissions. Le présent rapport oral couvre les points examinés lors des séances de la Commission PX et se concentre sur les débats et les points soulevés par les représentants.

5.2 Chers collègues, les travaux de la Commission ont débuté par l'examen du point 4 **Partie I** « Exécution du programme adopté par la Conférence générale ».

Après une présentation par le représentant de la Directrice générale, 12 membres ont pris la parole sur ce point. La plupart des représentants se sont félicités des efforts déployés par le Secrétariat pour mettre en œuvre le programme malgré la situation financière, tout en faisant part de leur inquiétude face aux défis rencontrés pour répondre aux demandes des États membres au niveau national, et face aux difficultés que posent pour le Secrétariat la mise en œuvre des projets financés par les fonds extrabudgétaires. À cet égard, ils ont attiré l'attention sur la contradiction entre la nécessité d'accroître la mobilisation des fonds extrabudgétaires et la réduction du personnel. Certains représentants ont proposé de détacher des experts nationaux venant des ministères pour assister les bureaux hors Siège. Des informations complémentaires ont été communiquées au sujet des différents audits réalisés depuis 2010 sur les ressources extrabudgétaires. Tout en reconnaissant les améliorations apportées en ce qui concerne la présentation, l'harmonisation entre les secteurs, ainsi que la qualité des informations, plusieurs représentants ont réaffirmé la nécessité de poursuivre les efforts afin d'obtenir un rapport de suivi analytique, fondé sur l'impact, avec des données de référence et l'appréciation des bénéficiaires. Des informations complémentaires ont été apportées sur le besoin d'un format lié à la budgétisation axée sur les résultats (RBB), ce qui va constituer un vrai défi et exiger notamment une adaptation de SISTER. Des implications budgétaires sont en outre à envisager, par exemple pour obtenir l'appréciation des bénéficiaires.

5.3 Concernant le grand programme I – Éducation, les points suivants ont été soulignés : la nécessité de poursuivre les efforts pour encourager les États membres à réaliser les objectifs de l'Éducation pour tous (EPT), qui ne sont toujours pas atteints ; le besoin d'un mécanisme permettant de rallier les différents partenaires dans l'optique de la poursuite de l'éducation en vue du développement durable (EDD) après 2014 ; l'importance du rôle de l'UNESCO dans l'élaboration de l'agenda pour l'éducation post-2015 et le besoin d'impliquer les États membres dans ce processus ; les capacités réduites du Secteur de l'éducation pour la mise en œuvre des activités extrabudgétaires et les conséquences que cela entraîne pour la qualité des programmes au niveau national. S'agissant du grand programme II – Sciences exactes et naturelles, l'importance de soutenir les programmes scientifiques intergouvernementaux, qui permettent une coopération entre régions pour le développement durable, a été soulignée. Tandis que le travail réalisé dans les domaines de la préservation de la biodiversité et de la prévention des catastrophes naturelles a été salué, des inquiétudes ont été exprimées quant au maintien du rôle de chef de file de la Commission océanographique intergouvernementale (COI). Un représentant a déploré la perte en expertise de certains bureaux hors Siège dans le domaine des sciences. Des informations complémentaires ont été apportées sur l'impact et le suivi après 2013 de l'Année internationale de la coopération dans le domaine de l'eau. Quant au grand programme III – Sciences sociales et humaines, les efforts du Secteur dans le domaine de la bioéthique, notamment au niveau de la sensibilisation des médias, du pouvoir judiciaire et des législations nationales, ont été soulignés. Concernant la stratégie de l'UNESCO pour la jeunesse africaine, qui arrive à son terme en 2013, de plus amples informations ont été fournies sur l'approche prévue par le Secrétariat pour assurer que la stratégie opérationnelle pour la jeunesse (2014-2021)

capitalise les acquis et réponde aux défis qui n'ont pas pu être relevés dans le cadre de la stratégie pour la jeunesse africaine. Un représentant a par ailleurs exprimé sa préoccupation quant à la situation du Secteur SHS, dont le budget a été fortement amputé. En ce qui concerne le grand programme IV - Culture, plusieurs représentants ont insisté sur l'importance de développer des outils de mesure adéquats permettant d'évaluer avec précision l'impact de la mise en œuvre des programmes. Il a été rappelé que le Secteur bénéficiait des évaluations et audits réalisés récemment, sur lesquels il pouvait utilement s'appuyer. L'importance de la formation des professionnels de la culture a également été soulignée. Enfin, un représentant a encouragé le Secrétariat à persévérer dans ses efforts pour faire en sorte que la culture soit intégrée dans l'agenda pour le développement post-2015. Concernant le grand programme V – Communication et information, l'importance du rôle actif de l'UNESCO pour un meilleur accès à Internet et la liberté sur Internet, ainsi que du Programme Mémoire du monde pour la préservation du patrimoine documentaire, a été soulignée. Des préoccupations ont été exprimées quant à la capacité de mise en œuvre du Secteur sur le terrain. Pour le point 4 **Partie I**, la Commission a recommandé le projet de décision présenté au paragraphe 2 du document 192 EX/47.

5.4 La Commission a poursuivi avec l'examen du point 5 « Suivi des décisions et résolutions adoptées par le Conseil exécutif et la Conférence générale à leurs sessions antérieures ». La Commission a examiné la **Partie I** « Questions relatives au programme ». Cinq États membres ont pris la parole. Concernant les initiatives liées au rôle de l'UNESCO en tant qu'organisation coparrainant ONUSIDA et organisme chef de file, un certain nombre de représentants ont exprimé leur satisfaction et leur soutien au travail de l'UNESCO dans le domaine de l'éducation et du VIH/SIDA en soulignant l'importance des liens et partenariats à établir. Quant à l'Évaluation de la mise en œuvre de l'Initiative de l'UNESCO pour les sciences de l'ingénieur, les efforts déployés pour développer de nouveaux partenariats, notamment avec les chaires UNESCO pour le développement durable et les commissions nationales, ont été salués et encouragés. L'importance de promouvoir les femmes et les jeunes ainsi que de renforcer l'intersectorialité, en particulier avec l'éducation et les grands programmes phares de la priorité Afrique, a été également soulignée. En ce qui concerne les institutions culturelles et éducatives en Iraq, l'importance de la neutralité dans la mise en œuvre d'actions dans les pays affectés par des conflits a été répétée, notamment dans le domaine de la promotion de la liberté d'expression. Enfin, des précisions ont été apportées sur le fait que les études de faisabilité exhaustives concernant, d'une part, la création éventuelle d'un campus mondial de l'UNESCO-IHE, et, d'autre part, une évaluation approfondie des conséquences de l'octroi à l'UNESCO-IHE du droit de délivrer des diplômes de doctorat, ont été planifiées comme prévu et seront présentées à la 194^e session du Conseil exécutif. Concernant la **Partie I** du point 5, la Commission a recommandé le projet de décision présenté au paragraphe 3 du document 192 EX/47.

5.5 J'en arrive au point 6 « Proposition concernant un programme d'action global pour l'EDD comme moyen d'assurer le suivi de la Décennie des Nations Unies pour l'éducation au service du développement durable après 2014 ». Seize États membres et un observateur sont

intervenues sur ce point. Le Projet de programme d'action global et ses cinq domaines d'action prioritaires ont été bien accueillis par les représentants, qui, pour la plupart, ont souhaité que la Conférence générale de l'UNESCO et l'Assemblée générale des Nations Unies adoptent cette proposition. Au cours du débat, les points suivants ont été soulignés : le besoin de tirer les enseignements de la Décennie des Nations Unies pour l'éducation au service du développement durable ; le rôle de la jeunesse, des femmes et des communautés locales ; l'importance de l'éducation non formelle et informelle ; la nécessité d'activités de renforcement des capacités au niveau national en sus du plaidoyer ; l'importance d'une stratégie spécifique pour les petits États insulaires en développement (PEID) et le besoin de poursuivre les échanges de bonnes pratiques. Tout en demandant des précisions sur les modalités de mise en œuvre et de suivi du programme ainsi que sur les relations avec d'autres programmes tels que l'Initiative mondiale pour l'éducation avant tout (GEFI), les représentants ont approuvé la proposition de révision du programme après cinq ans. Le rôle fondamental de l'UNESCO en tant que coordonnateur a été également mis en avant, dans la mesure où le programme réunit un grand nombre d'acteurs, de même que la nécessité d'impliquer tous les secteurs de l'UNESCO. Sur cette question, le représentant de la Directrice générale a précisé qu'une équipe de suivi serait mise en place pour assurer la coordination du programme et soumettre des rapports périodiques, y compris au Conseil exécutif. Enfin, les représentants ont unanimement remercié le Japon d'accueillir la Conférence mondiale sur l'EDD en 2014. Concernant le point 6, la Commission a recommandé le projet de décision présenté au paragraphe 5 du document 192 EX/47.

5.6 S'agissant du point 7 « Mise en œuvre de la Décennie des Nations Unies pour l'alphabétisation (2003-2012) et recommandations spécifiques pour la période qui suivra la Décennie », 22 membres de la Commission et un observateur sont intervenus. Tout en exprimant leur vive préoccupation devant les progrès limités enregistrés dans l'amélioration des taux d'alphabétisation, qui demeure un objectif non atteint exigeant une attention urgente, notamment pour les pays de l'E-9, plusieurs représentants ont souligné une nouvelle fois l'importance de l'alphabétisation dans le cadre de l'EPT ainsi que le rôle fondamental de l'UNESCO comme agence chef de file et coordonnateur dans ce domaine. Certains se sont interrogés sur les raisons d'un manque de volonté politique à un haut niveau sur cette question. Ainsi, le besoin de poursuivre les efforts pour intégrer l'alphabétisation comme élément de l'apprentissage tout au long de la vie dans l'agenda pour l'éducation post-2015 a été souligné, et des précisions sur la vision et la stratégie de l'UNESCO à cet égard ont été demandées. D'autres thématiques, telles que l'approche liée au genre, les langues, l'utilisation des technologies de l'information et de la communication (TIC), les liens avec la jeunesse et l'emploi, ont été abordées, et l'importance d'élaborer et de partager des bonnes pratiques a été soulignée. Si la proposition tendant à mettre en place un partenariat mondial multipartite a globalement été soutenue dans son principe, le besoin de plus amples informations et réflexions sur la création d'un nouveau partenariat eu égard aux mécanismes existants tels que l'Initiative mondiale pour l'éducation avant tout (GEFI) et le Partenariat mondial pour l'éducation des filles et des

femmes, ainsi que sur la stratégie et le système de suivi envisagés, a été exprimé. Dans cet esprit, les processus de consultation avec les États membres devraient être renforcés ; ainsi il a été souhaité que ce point soit discuté par la 37^e session de la Conférence générale. Concernant le point 7, la Commission a recommandé le projet de décision présenté au paragraphe 6 du document 192 EX/47.

5.7 La Commission a poursuivi ses travaux avec l'examen du point 41 « Les perspectives post-2015 de l'EPT ». Après une introduction détaillée par le représentant de la Directrice générale, 20 États membres ont pris la parole. De nombreux représentants ont rappelé l'importance de l'évaluation de la mise en œuvre actuelle de l'Éducation pour tous (EPT) pour la définition des perspectives post-2015 de l'EPT, tout en soulignant le besoin de mener des évaluations nationales avant l'évaluation finale prévue en 2015 afin de contribuer à l'élaboration de l'agenda pour le développement post-2015 défini à l'Organisation des Nations Unies, à New York. En effet, la majorité des représentants était en faveur d'un seul agenda post-2015 pour l'éducation afin d'éviter le doublage des objectifs et la dispersion des actions. La majorité était donc d'avis de concentrer les efforts sur la préparation en cours des objectifs internationaux pour le développement post-2015 en y intégrant clairement les objectifs liés à l'éducation, tout en rappelant que les objectifs de l'EPT devaient rester au cœur de ces derniers. Ceci permettrait de garantir l'engagement des États membres dans le processus et leur appropriation de celui-ci. La nécessité de fixer des objectifs mondiaux réalistes et pertinents dans le domaine de l'éducation, tenant compte des contextes sous-régionaux et nationaux, a également été soulignée. Quelques représentants ont souhaité que le plaidoyer soit axé sur un objectif unique pour l'éducation. Les représentants ont unanimement soutenu le rôle fondamental que doit jouer l'UNESCO, en tant qu'institution spécialisée des Nations Unies pour l'éducation, dans l'élaboration de cet agenda, et ont souhaité plus d'informations sur la stratégie et la vision envisagées. Dans ce contexte, les représentants ont encouragé le Secrétariat à consulter les États membres le plus tôt possible et à assurer la coordination de toutes les parties prenantes dans le processus. Plusieurs représentants étaient d'avis que la 37^e session de la Conférence générale serait le forum le plus approprié pour des discussions approfondies avec les États membres sur la vision de l'UNESCO concernant l'agenda pour l'éducation post-2015. Pour le point 41, la Commission a recommandé le projet de décision présenté au paragraphe 17 du document 192 EX/47.

5.8 Concernant le point 8 « Participation de l'UNESCO aux préparatifs d'un agenda pour le développement post-2015 », 18 membres et un observateur sont intervenus. Les représentants ont réaffirmé l'importance pour l'UNESCO de s'engager dans le processus post-2015, tout en appréciant le rapport du Secrétariat qui démontre l'active participation de l'Organisation à travers diverses activités dans ses domaines de compétence. Certains souhaitant un rapport davantage axé sur les résultats et l'impact des actions menées, il a été suggéré que les prochains rapports soumis au Conseil exécutif soient de nature plus stratégique et substantielle. Il a été reconnu que les discussions concernant la formulation du futur agenda

pour le développement post-2015 n'en étaient qu'à leur début et ne permettaient pas, à ce stade, d'orientations trop prescriptives. Néanmoins, la nécessité d'impliquer les États membres dans cet effort, y compris à travers les commissions nationales, dans le cadre de consultations appropriées – pas seulement de nature informative –, a été fortement réaffirmée. Le Forum des dirigeants, qui se tiendra dans quelques semaines dans le cadre de la Conférence générale, a été jugé par certains comme un bon point de départ à cet égard. Un représentant a également suggéré qu'une stratégie et des outils de communication soient développés afin de faciliter le partage de l'information.

5.9 Les points suivants ont été soulevés concernant chaque grand programme : en ce qui concerne l'éducation, le débat avait déjà été entamé lors de l'examen du point 41. Certains représentants ont estimé que l'éducation dans l'agenda post-2015 devait être la priorité des efforts déployés pour que l'éducation de qualité, l'alphabétisation, le développement des compétences, l'éducation en vue du développement durable et l'éducation aux droits de l'homme soient pleinement pris en compte. L'égalité des genres, la jeunesse, la sécurité et l'éducation familiale ont également été évoqués comme des thèmes clés. Les représentants étaient d'avis que l'UNESCO avait un rôle essentiel à jouer à cet égard, étant donné son mandat dans ce domaine, et plusieurs ont souligné le besoin de renforcer les liens entre éducation et culture, en particulier pour la construction de la paix. Les représentants ont noté le rôle important des sciences et des technologies et mis l'accent sur le domaine de l'eau, le changement climatique, la prévention des catastrophes naturelles, la biodiversité et l'énergie, thèmes incontournables du développement durable. Le besoin pour l'UNESCO d'adopter une approche multisectorielle, de mettre à profit son expertise unique et d'assurer le rôle de chef de file dans ce domaine après 2015 a aussi été noté. Un représentant a souhaité que davantage d'informations sur le Conseil consultatif scientifique prévu par le Secrétaire général de l'ONU soient communiquées aux États membres. En outre, un certain nombre de représentants ont souligné que les questions de l'inclusion sociale et des transformations sociales étaient essentielles et ont mentionné le rôle des jeunes comme acteurs du changement. Un représentant a souhaité une action plus forte dans le domaine de l'éthique des sciences afin de répondre aux différents conflits et problèmes de la société. En ce qui concerne la culture, l'importance de son rôle pour le développement durable a été soulignée, en particulier eu égard à la réduction de la pauvreté, à la cohésion sociale et à la préservation de l'environnement, comme cela a été démontré à la fois par la mise en œuvre des conventions culturelles et lors des événements jalons qui ont eu lieu en 2013, dont le Congrès international de Hangzhou (mai 2013), le débat thématique sur la culture et le développement tenu à l'Assemblée générale des Nations Unies (juin 2013) et le Rapport 2013 du Secrétaire général de l'ONU sur la culture et le développement. Le Secrétariat a été encouragé à persévérer dans ses efforts pour faire en sorte que la culture soit inscrite dans l'agenda pour le développement post-2015. Sur ce point, un représentant a exprimé ses fermes réserves s'agissant d'un objectif « culture » *per se* au sein de l'agenda post-2015, quand d'autres ont indiqué ne pas avoir de position définitive à cet égard pour le moment. En matière de communication et d'information, se référant au thème de la gouvernance

traité dans son rapport par le Groupe de haut niveau chargé du programme de développement pour l'après-2015 mis en place par le Secrétaire général de l'ONU, un représentant a souhaité savoir si et comment l'UNESCO pouvait y contribuer. Il a également été souhaité que la liberté d'expression soit incluse dans l'agenda pour le développement post-2015 et l'UNESCO a été encouragée à continuer de jouer son rôle de chef de file dans le développement des sociétés du savoir. Concernant le point 8, la Commission a recommandé le projet de décision présenté au paragraphe 7 du document 192 EX/47. Au cours de l'examen du paragraphe 6 du projet de décision, un représentant, tout en reconnaissant l'importance de la culture pour le développement, a tenu à réitérer sa position en défaveur d'un plaidoyer pour un objectif de développement post-2015 sur la culture *per se* ; un autre représentant a considéré qu'il n'était pas pertinent d'inclure une référence spécifique à la culture alors que d'autres domaines, tel que celui des sciences pour le développement durable, étaient tout aussi importants. Concernant le paragraphe 7 du projet de décision, deux représentants ont estimé qu'il revenait à la Conférence générale de décider, lors de l'examen de ce point, des futurs travaux du Conseil exécutif à ce sujet.

5.10 Chers membres du Conseil, concernant les points **5 Partie I (D)**, **11**, **12**, **33**, **34** et **42** relatifs au Moyen-Orient, la Commission a adopté sans débat six projets de décision soumis par cinq États membres, à l'issue d'un vote par appel nominal sur chaque projet de décision. Les projets de décision recommandés pour ces points figurent respectivement aux paragraphes 4, 9, 10, 13, 14 et 18 du document 192 EX/47, avec le détail des votes. À l'issue du scrutin, six membres et trois observateurs ont pris la parole.

5.11 La Commission a poursuivi ses travaux avec le point **10** « Étude préliminaire sur les aspects techniques et juridiques liés à l'opportunité de réviser la Recommandation de 1974 concernant la condition des chercheurs scientifiques », qui a été examiné sans débat. Pour ce point, la Commission a recommandé le projet de décision présenté au paragraphe 8 du document 192 EX/47.

5.12 Puis la Commission s'est penchée sur le point **14** « Instituts et centres de catégorie 1 ». La Commission a examiné sans débat la **Partie I** « Rapport du Conseil d'administration de l'Institut international de l'UNESCO pour le renforcement des capacités en Afrique (IIRCA) sur les activités de l'Institut en 2012-2013 ». À l'issue de l'examen du projet de décision présenté au paragraphe 11 du document 192 EX/47, que la Commission recommande pour adoption, des précisions ont été apportées par le Secrétariat à propos de certains points soulevés tels que la structure du personnel de l'Institut, les modalités de mise en œuvre et les pays bénéficiaires.

5.13 A suivi le point **32** « Propositions relatives à la célébration des anniversaires auxquels l'UNESCO pourrait être associée en 2014-2015, et recours présentés par les États membres à ce sujet », qui a été examiné sans débat par la Commission. Pour ce point, la Commission a recommandé le projet de décision présenté au paragraphe 12 du document 192 EX/47. Au cours de l'examen du projet de décision, un représentant a estimé qu'un « meilleur équilibre des genres » n'était pas encore atteint.

5.14 Concernant le point 38 « Journée internationale du sport et de l'activité physique », la Commission a recommandé, suite à un examen sans débat, le projet de décision présenté au paragraphe 15 du document 192 EX/47. Lors de l'examen du projet de décision, un représentant a souligné que, compte tenu des incidences budgétaires, les ambassadeurs de bonne volonté dans le domaine sportif devraient être mobilisés afin de participer à la promotion de cette Journée internationale en étroite coopération avec l'Organisation.

5.15 Enfin, la Commission a terminé ses travaux par l'examen sans débat du point 39 « Proclamation de 2016 année internationale de la compréhension mondiale (AICM) », au titre duquel elle a recommandé le projet de décision présenté au paragraphe 16 du document 192 EX/47.

5.16 Madame la Présidente, chers collègues, j'ai essayé de rendre compte de l'essence et des points saillants des échanges intenses qu'ont eus les membres de la Commission. Néanmoins, j'en appelle à votre compréhension et à votre indulgence si, par inadvertance, j'avais omis quelque aspect important dans mon rapport oral. Je souhaiterais saisir cette occasion pour exprimer mes sincères remerciements aux distingués membres de la Commission PX pour le dévouement et la coopération dont ils ont fait preuve tout au long de nos travaux. Je souhaite remercier tout particulièrement le Président temporaire, M. Ngwabi Mulunge Bhebe, distingué représentant du Zimbabwe, qui s'est tenu disponible pendant toute la durée des travaux et qui m'a remplacé quand il en a été nécessaire. Je remercie aussi la Directrice générale qui, avec l'aide des Sous-Directeurs généraux, a fourni à la Commission des informations et documents pertinents ainsi que les éclaircissements demandés. Je souhaite aussi adresser un remerciement spécial aux assistants techniques, aux commis de salle, aux dactylos, ainsi qu'aux interprètes et traducteurs, sans lesquels nos travaux n'auraient pu être menés à bien. Enfin, j'aimerais vous remercier, Madame la Présidente, pour l'engagement et le soutien que vous avez manifestés à l'égard des travaux de la Commission du programme et des relations extérieures.

5.17 Je ne saurais terminer sans remercier mon éminent collègue et Président de la Commission FA, l'Ambassadeur Matthew Sudders. Avec le temps, nous sommes devenus deux bons complices et amis, travaillant la main dans la main. Je salue mon autre complice, la Secrétaire de la Commission PX, Mme Meriem Bouamrane, qui a su avec beaucoup de patience me roder à ces méthodes procédurales et à ce style – ou mieux ce jargon – propres à l'UNESCO. Soyez-en remerciée, Madame. Arrivé au terme de mon mandat au Conseil exécutif, je remercie de tout cœur tous mes collègues du Conseil de leur soutien, de leurs encouragements et de leur coopération, et je les prie une fois de plus de bien vouloir pardonner et oublier mes nombreuses erreurs, du reste involontaires, car en toute franchise, j'ai voulu donner le meilleur de moi-même. Je vous remercie.

6. **The Chair** recalled that pursuant to Rule 47 of the Rules of Procedure of the Executive Board, the entire set of draft decisions recommended by the Programme and External Relations Commission (PX) should be adopted as a whole unless Board Members requested that a draft decision be adopted separately. She

understood that a general consensus had been reached during the joint meeting relative to the draft decisions, and asked the Board if they wished to propose that any remaining draft decisions be adopted separately. Seeing no such proposals, she took it that the Board wished to adopt the entire set of draft decisions contained in document 192 EX/47.

7. *It was so decided.*

8. **The Chair**, pursuant to Rule 30, paragraph 3, of the Rules of Procedure, invited the Permanent Observer of Canada to take the floor.

9. **M. Blackburn** (Délégué permanent du Canada), notant que le Canada a été mentionné à deux reprises au cours du débat ayant entouré l'adoption des six projets de décision relatifs au Moyen-Orient, souhaite s'exprimer sur cette importante question. Rejetant tout ce qui pourrait aller dans le sens d'une politisation de l'UNESCO, le Canada déplore le non-respect de l'accord conclu avec les parties intéressées sur le mandat de la mission d'experts. La délégation palestinienne aurait pu concrétiser le déploiement de la mission d'experts au lieu de présenter l'ajout d'un sixième point visant à condamner Israël et d'aller ainsi à l'encontre de l'esprit de consensus. L'UNESCO ne devrait pas isoler Israël, mais plutôt se consacrer à l'exécution de son mandat dans ses cinq grandes missions. Le Canada rappelle que la destruction, le pillage et le trafic illicite de biens culturels historiques sont monnaie courante dans d'autres pays du Moyen-Orient. Par ailleurs, alors que des pourparlers directs sont en cours entre les deux parties, le Canada estime que les efforts déployés par les États-Unis en vue d'instaurer la confiance entre Israël et les Palestiniens à l'UNESCO ne doivent pas être ignorés et que toute mesure risquant d'entamer la crédibilité de l'Organisation devrait être évitée. Le délégué du Canada tient à réaffirmer, à l'instar de la Directrice générale, que l'UNESCO est toujours plus forte dans le consensus.

Joint meeting of the PX and FA Commissions: report and draft decisions recommended to the Executive Board (192 EX/48)

Item 4: Execution of the programme adopted by the General Conference

Item 4 Part III Follow-up to the Independent External Evaluation of UNESCO (IEE), implementation of the roadmap and financial situation (192 EX/4 Part III and Addenda, 192 EX/4.INF and 192 EX/AHPG.INF)

Draft decision in paragraph 2 of document 192 EX/48

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

Item 5 Part II Evaluation issues (192 EX/5 Part II)

Draft decision in paragraph 3 of document 192 EX/48

Item 9: UNESCO Global Geoparks Initiative (192 EX/9)

Draft decision in paragraph 4 of document 192 EX/48

Item 13: Reports on the implementation of the Information for All Programme (IFAP) (2012-2013) (192 EX/13)

Draft decision in paragraph 5 of document 192 EX/48

Item 14: Category 1 institutes and centres

Item 14 Part II Proposals for measures to improve effective management of the Mahatma Gandhi Institute of Education for Peace and Sustainable Development (192 EX/14 Part II)

Draft decision in paragraph 6 of document 192 EX/48

Item 15: Category 2 institutes and centres

Item 15 Part I Report on the full cost of category 2 institutes and centres and Part X: Evaluation and renewal of category 2 centres (192 EX/15 Part I, 192 EX/15 Part X)

Draft decision in paragraph 7 of document 192 EX/48

Item 16: Implementation of 191 EX/Dec.15 on the Draft Medium-Term Strategy (37 C/4) and Draft Programme and Budget (37 C/5), and 5 X/EX/Dec.2 (192 EX/16 Part I and Addenda, 192 EX/16 Part II-VI, 192 EX/AHPG.INF)

Item 16 Part I Income and expenditure plan as well as the restructuring plan based on the expected cash flow of US \$507 million for 2014-2015 (192 EX/16 Part I and Addenda, 192 EX/AHPG.INF)

Draft decision in paragraph 9 of document 192 EX/48

Item 16 Part IV Draft Medium-Term Strategy for 2014-2021: proposed revised Strategic Objectives 4, 5, 6 (192 EX/16 Part IV and 192 EX/AHPG.INF)

Draft decision in paragraph 12 of document 192 EX/48

Item 17: Reports by the Executive Board on its activities and programme implementation

Item 17 Part II Implementation of current Programme and Budget (36 C/5), with results achieved in the previous biennium (37 C/3) (192 EX/17 Part II)

Draft decision in paragraph 15 of document 192 EX/48

Item 35: Renewal of the UNESCO-Madanjeet Singh Prize for the Promotion of Tolerance and Non-Violence (192 EX/35)

Draft decision in paragraph 16 of document 192 EX/48

Item 36: Agreement to establish a long-term cooperation between UNESCO and WMO in the field of Hydrology and Water Resources (freshwater) (192 EX/36)

Draft decision in paragraph 17 of document 192 EX/48

Item 37: Relations with the Association of Southeast Asian Nations (ASEAN) and draft framework agreement between UNESCO and that regional organization (192 EX/37)

Draft decision in paragraph 18 of document 192 EX/48

Item 40: Ethics and privacy in cyberspace (192 EX/40 and Add., and 192 EX/DG.INF)

Draft decision in paragraph 19 of document 192 EX/48

10.1 **Mr Sudders** (United Kingdom) (Chair of the Finance and Administrative Commission – FA) *in extenso*:

Madam President of the General Conference, Madam Chair of the Executive Board, Madam Director-General, Excellencies, colleagues, I had the honour of co-

chairing the Joint meeting of the Programme and External Relations Commission (PX) and the Finance and Administrative (FA) of the Executive Board of UNESCO with H.E. Ambassador Adoua. It is said that if you can laugh together you can work together. I must say that over this biennium, Ambassador Adoua and I have become quite a team! We, in the joint meeting of the PX and FA Commission of the Executive Board of UNESCO considered thirteen items in six sessions. Two items were discussed extensively during the Ad Hoc Preparatory Group and their recommendations were recalled during the examination these items. I would therefore like to express again my sincere appreciation to the Ad Hoc Preparatory Group and its Chair, Ms Vera Laccœuilhe (Saint Lucia). My oral report on the items that I had the honour of chairing will be, once again, very brief and based on some of the highlights that we want to bring to your attention. My intervention will be followed by the intervention of Ambassador Adoua on the items that he chaired. This list can be found in paragraph 1 of document 192 EX/48 containing the draft decisions. At the end of our joint report, Madam Chair, we would like to propose that the Executive Board adopt the draft decisions in document 192 EX/48 globally. Please note that, as had been requested and authorized, both the UNESCO Staff Union (STU) and the International Staff Association of UNESCO (ISAU) were given the floor on item **16 Part I**. In addition, the STU was also given the floor on item **4 Part III**.

10.2 Let me begin with item **16**. In examining item **16 Part I** concerning the income and expenditure plan as well as the restructuring plan based on the expected cash flow of \$507 million for 2014-2015, which had been also discussed by the Ad Hoc Preparatory Group, members of the Commission commended the Secretariat on the report. Some members felt that there was further room for concentrating resources and invited the Director-General to explore the possibility of phasing out or postponing low-priority programmes and further improving the weight of the five Major Programmes in the course of the implementation of the plan. They also requested to maintain all activities and programmes where UNESCO plays a lead role, in particular: the post-2015 agenda, education for sustainable development (ESD), the UNESCO Intergovernmental Oceanographic Commission (IOC) and the culture conventions. In this regard, it was felt that a robust strategy for fund mobilization was necessary. The Secretariat assured Member States that the required additional saving of \$5.3 million requested by the Executive Board special session would be found from the non-programme part of the budget. Concern was expressed that main priority areas for the Africa region, notably science capacity-building and engineering, had suffered. In particular, expected result 2 in the Science Sector was felt to have insufficient resources. With regard to the restructuring plan, several Members expressed major concern regarding its possible impact on the balance of geographical representation within the Secretariat. Concerns were also expressed concerning the possible loss of important expertise and institutional memory. Member States received detailed explanations from the Secretariat concerning how the geographical representation criteria applied, notably that it was for recruitment and applied on a State-by-State basis. The Secretariat made clear that it was not legally possible to use geographic representation as a separation criterion. The prevailing criteria under the Staff Regulations and Staff Rules were recalled in this context. The Secretariat

also clarified that there were no legal obligations to grant an agreed separation to any staff member who had expressed an interest and, conversely, the staff member was not obliged to accept an offer. It was also noted that the Secretariat had a tool to identify the competencies of staff in line with the current human resources management strategy. This tool will become particularly useful in the event of redeployments. With all the restructuring and reorganization that will have to follow, I am reminded of a quote from the British television series, *Yes, Minister* (of which, by the way, I had the occasion to screen an episode during a previous commission meeting): *“reorganizing a civil service is rather akin to drawing a knife through a bowl of marbles.”* A separate issue that had to be brought to your attention was on the previously approved decision relating to the constant dollar rate. The representative of the Director-General reminded members that the Executive Board, in 190 EX/Decision 19 paragraph 4, had approved the revision of the constant dollar budget reporting rate for document 37 C/5, but he drew the Commission’s attention to the fact that implementing this decision would result not only in the restatement of the total amount of the expenditure plan but also of that of the relative weights of each part of the plan. Given that we have been used to the \$653 million budget and the \$507 million figures, any restatement of these numbers would lead to confusion and complication and consequently the Secretariat proposes to postpone the implementation of this decision to the next budget exercise for document 38 C/5. The joint meeting of the PX and FA Commission brings this to the attention of the plenary and requests it to agree the same.

10.3 With regard to item **16 Part VI** “Revised Operational Strategy on Priority Africa for 2014-2015”, which was also discussed by the Ad Hoc Preparatory Group, members recognized some challenges and underlined several factors for the successful implementation of the strategy. In doing so they noted nonetheless that progress had been made in developing the strategy and they were keen that it should proceed into operation. While members recognized the potential of the partnerships strategy within the Revised Operational Strategy on Priority Africa, they sought clarification regarding its implementation and underlined that such partnerships must be in line with the norms and ethical rules of UNESCO. Members insisted on the need to clarify the links between the roles and responsibilities of the different entities between Headquarters and the field offices. They also requested that the 30 expected results of the six flagship programmes be aligned with the expected results of the five major programmes. It was further underscored that adequately and appropriately staffed field offices were a major success factor for successful programme implementation in Africa.

10.4 In examining item **4 Part III** “Follow-up to the Independent External Evaluation (IEE), implementation of the roadmap and financial situation”, members commended the Secretariat for its integrated report, noting that it ensured efficiency by avoiding overlaps. With regard to the follow-up to the Independent External Evaluation of UNESCO (IEE), members agreed with the conclusion of the Ad Hoc Preparatory Group that, while progress had been made, the ultimate goal of each strategic direction had not yet been reached. Debates focused mainly on Strategic Direction 2 “Positioning UNESCO closer to the Field” and Strategic Direction 4

“Strengthening Governance”. The latter was considered the biggest challenge. Concerning Strategic Direction 2, concerns were raised regarding the sustainability of the field network as members were not convinced that the current network was sustainable under the \$507 million expenditure plan. Members recalled that an assessment of the field network reform had previously been requested in the FA Commission. Members thus felt that strategic direction 2 “Positioning UNESCO closer to the field” could not be deemed as fully completed. Concerning strategic direction 4, members sought clarifications regarding the challenges in reforming governing bodies. They also requested examples of issues faced by governing bodies that had already initiated reform. Members decided to recommend that the General Conference consider having an external expert review the governance structures with a view to making recommendations on strengthening and streamlining. The representative of the Director-General underlined the significant progress achieved not only in terms of efficiency and productivity but also by the change of the budget cycle and with the introduction of the Ad Hoc Working Group. It was recalled that strategic direction 4 was a shared responsibility between the governing bodies and the Secretariat. The Secretariat’s openness and willingness to support their governing bodies in implementing changes in line with their needs and the need to work on a renewed reform agenda was also affirmed. It was noted that continuous improvement of programme delivery was to be the main axis of the subsequent change management efforts.

10.5 In discussing item **5** “Follow-up to decisions and resolutions adopted by the Executive Board and the General Conference at their previous sessions” **Part II** “Evaluations issues: Periodic report on Internal Oversight Service (IOS) evaluations”, members of the Commission commended IOS for the paper. In general, the importance of having a tool or means to measure the impact of UNESCO’s normative work was underscored.

10.6 With regard to the 2003 convention, the importance of category 2 centres in its implementation was underlined. Members also expressed concern over the “capacity-building programme” because of the financial constraints. It was noted that the need to find additional funding sources was indeed a critical issue. In considering the audit of standard-setting working methods in the Culture Sector, members underlined its relevance to the broader consideration of UNESCO’s normative work. It was also noted that some audit recommendations were challenging in light of the statutes and operational guidelines of some conventions and required dialogue between the respective governing bodies and secretariats. Members also observed that there was no institutional mechanism for interaction between the governing bodies of the various culture conventions. This point was duly acknowledged by the Secretariat, which noted that each convention was a “closed box” in itself. Members also expressed their appreciation for the diagnostic study of evaluations of UNESCO’s extrabudgetary activities and asked what could be done to improve the reporting, which was of uneven quality. It was responded that the Internal Oversight Service (IOS) and Bureau of Strategic Planning (BSP) were working together to develop an improved template. At the conclusion of these discussions, members expressed their unanimous appreciation of the work of the Director of IOS, Mr Bert Keuppens, who was appearing for the last time before the joint meeting of the

PX and FA Commissions given his impending retirement. As Chair, I exercised my prerogative to emphasize that many felt that his was indeed a “mission critical” post.

10.7 On to the penultimate item of my presentation: in discussing item **15 Part I** “Report on the full cost of category 2 institutes and centres with agreements entered into force before 2005, and their renewal/non-renewal”, discussions centred on the cost of non-operational institutes and centres. Members sought clarification as to why the Organization had to incur such costs and examined the methodology used for the calculation of direct and indirect costs in general. It was requested that the BSP should continue to align its standards for assessing whether an institute or centre was or was not operational with those used by the IOS. Regarding those institutes and centres established before 2005, members emphasized the need to align their agreements with the new templates. Several members stressed the importance of monitoring whether or not regional institutes and centres were indeed complying with their geographical obligations and limitations. It was further stressed that the reporting on category 2 institutes and centres, including on their cost, should be systematically included in the EX/4 document. It was explained to the Commission that the cost calculations of category 2 institutes and centres were based on information provided by the responsible sectors as well as by the Legal Adviser and the BSP. The cost of non-operational institutes and centres was ascribed to unavoidable legal and administrative duties.

10.8 And finally, item **40** “Ethics and privacy in cyberspace”. Madam Chair, since we are working in France, I feel that I can perhaps quote a Frenchman at this point. Joubert said, “*it is better to debate a question without settling it than to settle a question without debating it.*” Perhaps he had in mind our debate on Wednesday. We had an extensive debate in the joint meeting on ethics and cyberspace and related issues. All members recognized the importance of addressing this issue and acknowledged both the relevance of this topic to UNESCO’s mandate and the need for UNESCO to contribute and participate and even actively lead in this field. Following the expression of various views and opinions, it was finally agreed to recommend an agenda item on the subject for the 37th session of the General Conference and that the Director-General, remaining neutral, would prepare a discussion paper for the same. In this regard, members suggested that, to allow for informed consideration of the subject, the Director-General should invite all appropriate experts to take part in the discussions at the upcoming session of the General Conference. The Legal Adviser confirmed that the discussion paper and resultant debate at the General Conference would meet the legal requirements outlined in step 1 of the multi-stage procedure for the elaboration of instruments not covered by Article IV, paragraph 4, of UNESCO’s Constitution, and on this basis the General Conference could take a decision on the desirability of a legally non-binding instrument. Member States emphasized that there were many important questions that the paper and discussion would need to consider, including UNESCO’s role vis-à-vis other organizations, the potential interaction between any possible UNESCO instrument and existing international and national laws, the scope for and added value of any potential further UNESCO work, its link with existing UNESCO programmes and already-completed work. The

Secretariat equally emphasized that creating a normative instrument would work best if it began with consensus.

10.9 Madam Chair, since this is the last time I will speak as FA Chair, may I thank the members of the Commission and the Secretariat for our excellent working relationship. No meeting or task of the joint meeting of commissions was especially easy, but I shall always be pleased that when the organization needed it, with Ambassador Adoua at my side, the Members of this Commission came together to set priorities and tackle very difficult and complicated issues. That having been said, Madam Chair, with your permission, let me hand over to my esteemed colleague for his part of the presentation and to conclude our report. Thank you.

11.1 **M. Adoua** (Congo) (Président de la Commission du programme et des relations extérieures - PX) *in extenso* :

Madame la Présidente du Conseil exécutif, Madame la Présidente de la Conférence générale, Madame la Directrice générale, chers collègues, j’ai l’honneur de vous présenter les conclusions des travaux de la réunion conjointe des Commissions FA et PX, qui a été coprésidée par mon très estimé collègue, S. E. M. Matthew Sudders, sur les points que celui-ci n’a pas traités dans son rapport oral. Mon rapport portera sur les débats et les points soulevés par les représentants.

11.2 La réunion conjointe a examiné le point **16 Parties II à V**. En ce qui concerne la **Partie II** « Plan d’action de l’UNESCO pour la priorité Égalité des genres 2014-2021 », 11 membres sont intervenus. Tout en accueillant favorablement le Plan d’action proposé, qui est conforme à la stratégie des Nations Unies et reflète également les liens avec la stratégie opérationnelle pour la priorité Afrique (2014-2021), les représentants ont formulé les remarques suivantes, qu’ils souhaiteraient voir prises en considération dans la révision finale du plan : le concept d’égalité des genres concernant aussi bien les femmes que les hommes, le Plan d’action devrait davantage prendre en compte les deux perspectives ; l’approche des différents grands programmes devrait être beaucoup plus cohérente pour permettre une véritable appropriation du Plan d’action par les secteurs de programme en vue de sa mise en œuvre ; les indicateurs de performance et de référence devraient être plus élaborés, inclure des données de départ, et comporter des indicateurs intersectoriels reflétant la transversalité des questions liées au genre ; les recommandations d’IOS et les enseignements tirés du plan précédent devraient être davantage reflétés et constituer la base du nouveau plan ; les actions proposées devraient être davantage harmonisées avec le projet de 37 C/4 ; enfin, une approche spécifique pour les petits États insulaires en développement (PEID) devrait être proposée. Une représentante a rappelé qu’il s’agissait d’élaborer un cadre référentiel basé sur la Conférence de Beijing. L’importance de la sensibilisation et de la formation du personnel de l’UNESCO a également été soulignée pour une mise en œuvre efficace du Plan d’action. Concernant plus particulièrement l’éducation, le Plan d’action a été jugé trop général. Le rôle fondamental des femmes en matière d’éducation, ainsi que les efforts à mener avec les partenaires en matière d’éducation des hommes pour prévenir la discrimination à l’égard des femmes, doivent être soulignés. Dans le domaine des sciences et technologies, si le Plan d’action a été apprécié pour les activités de haut niveau qu’il prévoit en vue de promouvoir

les femmes, on a estimé que des activités devaient être menées au niveau du terrain pour encourager les jeunes filles à suivre une éducation scientifique. Une représentante a en outre souhaité que davantage d'actions soient entreprises dans le cadre de la COI pour répondre au besoin de formation des femmes en océanographie et promouvoir ainsi la participation des femmes à la tâche consistant à relever des défis mondiaux tels que le changement climatique et l'érosion de la biodiversité. Pour ce sous-point, la réunion conjointe a recommandé le projet de décision présenté au paragraphe 10 du document 192 EX/48.

11.3 Concernant la **Partie III** « Centre pour les transformations sociales et le dialogue interculturel », sept membres ont pris la parole. La majorité des représentants ont salué la décision de la Directrice générale, annoncée en plénière, de reporter la décision concernant la création du centre à la 38^e session de la Conférence générale, rejoignant ainsi les recommandations du Groupe préparatoire ad hoc. Cela permettra de poursuivre la réflexion pour mieux clarifier la structure du centre proposé, sa mission, son articulation avec le Secteur des sciences sociales et humaines (SHS) et des programmes tels que MOST (Gestion des transformations sociales), ainsi que son coût. Un représentant a appelé à ne pas abandonner cette proposition ambitieuse et innovante. Soulignant l'importance du dialogue interculturel et du développement durable qui sont au cœur de la mission de l'Organisation, et la nécessité pour l'UNESCO d'affirmer son rôle de laboratoire d'idées sur le plan mondial et pour l'après-2015, les membres ont rappelé qu'il importait de poursuivre la vision et les objectifs définis dans le 37 C/5 dans le cadre des activités du Secteur SHS. Pour ce sous-point, la réunion conjointe a recommandé le projet de décision présenté au paragraphe 11 du document 192 EX/48. Au cours de l'examen du projet de décision, une représentante a rappelé que la 38^e session de la Conférence générale devrait reconsidérer l'opportunité de créer un centre sur la base d'une évaluation des activités menées par le Secteur SHS au cours de l'exercice biennal.

11.4 Concernant la **Partie IV** « Projet de stratégie à moyen terme pour 2014-2021 (37 C/4) : Proposition de révision des objectifs stratégiques 4, 5 et 6 », huit membres sont intervenus. L'importance des programmes scientifiques intergouvernementaux comme outils majeurs pour le renforcement des capacités, notamment en Afrique, a été soulignée, certains membres insistant pour qu'on alloue un budget approprié à ces programmes afin de se prémunir contre toute réduction de leur activité. Quelques représentants ont estimé que les programmes MAB et PHI n'étaient pas suffisamment mis en valeur. On a estimé que les objectifs 4 et 5 constituaient une bonne base en vue de la mise en œuvre de futurs objectifs post-2015 dans le domaine des sciences. Concernant les océans, des informations complémentaires sur la dernière session de l'Assemblée de la COI ont été apportées, notamment sur la création d'un groupe de travail ouvert et la proposition d'un rapport mondial sur les sciences océaniques. Par ailleurs, tout en exprimant sa satisfaction concernant la reformulation des objectifs stratégiques, un membre a estimé que la note explicative n'était pas conforme aux directives du Conseil exécutif et devait être de nature plus stratégique et ne pas mentionner la mise en œuvre de programmes spécifiques. Pour ce sous-point,

la réunion conjointe a recommandé le projet de décision présenté au paragraphe 12 du document 192 EX/48.

11.5 Concernant la **Partie V** « Projet de programme et de budget pour 2014-2017 : proposition de résultats escomptés révisés pour les conventions culturelles », huit membres ont pris la parole. Ils ont, dans l'ensemble, exprimé leur satisfaction quant aux résultats escomptés révisés et aux efforts déployés par le Secrétariat pour améliorer les liens opérationnels avec des indicateurs de performance et de référence. L'importance des liens entre les conventions a été réaffirmée, de même que les activités de terrain au-delà des activités statutaires qui sont fondamentales pour la mise en œuvre des conventions. Il a été suggéré d'ajouter un indicateur concernant les efforts visant à remédier au déséquilibre géographique de la Liste du patrimoine mondial. Enfin, un grand nombre de représentants ont souhaité qu'on se réfère aux conventions par leur titre, même abrégé, plutôt que par leur année d'adoption, afin de faciliter la promotion de ces instruments et d'accroître leur visibilité externe. Pour ce point, la réunion conjointe a recommandé le projet de décision présenté au paragraphe 13 du rapport écrit (192 EX/48). Au cours de l'examen du projet de décision, un membre a mentionné le fait que la formulation du résultat escompté 2 relatif à la Convention de 1970, telle qu'elle était présentée dans le document, était appropriée.

11.6 Concernant le point **17** « Rapports du Conseil exécutif sur ses activités et sur l'exécution du programme – Partie II : Exécution du Programme et budget en cours (36 C/5) avec indication des résultats obtenus lors de l'exercice biennal précédent (37 C/3) », un membre a pris la parole pour souligner que la présentation de ces rapports était un outil additionnel important permettant au Conseil exécutif de rendre compte à la Conférence générale de ses activités. Tout en reconnaissant que le rapport faisait apparaître les principaux résultats et défis, une représentante a observé que d'importantes décisions et recommandations du Conseil exécutif n'y figuraient pas. Il s'agissait notamment des décisions guidant la mise en œuvre du programme en cette période de crise financière, à savoir : les critères pour le choix des priorités ; les mesures pour améliorer le taux d'exécution et les modalités pour une meilleure répartition des activités entre le Siège et les bureaux hors Siège ; les décisions concernant les deux priorités globales Afrique et Égalité entre les sexes, y compris le suivi de leurs évaluations. Pour ce point, la réunion conjointe a recommandé le projet de décision présenté au paragraphe 15 du document 192 EX/48.

11.7 La réunion conjointe a ensuite examiné le point **15 Partie X** « Évaluation et reconduction des centres de catégorie 2 », sur lequel six membres ont pris la parole pour appuyer la reconduction des deux centres de catégorie 2 indiqués, à savoir : le Centre international pour l'éducation des filles et des femmes en Afrique (CIEFFA) de Ouagadougou (Burkina Faso), et le Centre international pour la coopération Sud-Sud dans le domaine des sciences, de la technologie et de l'innovation (ISTIC) de Kuala Lumpur (Malaisie). Les représentants ont souligné la contribution apportée par le CIEFFA à la promotion des femmes et à l'éducation des filles en Afrique, et ont appelé l'UNESCO à continuer à travailler avec le Centre sur les deux priorités globales de l'Organisation. Un représentant a également évoqué le

soutien de l'Union africaine au Centre et a déclaré qu'il s'agissait d'un excellent exemple de partenariat régional. Concernant l'ISTIC, il a été considéré que, compte tenu des bons résultats que son rôle actif permettait d'obtenir en matière de coopération Sud-Sud, ses activités pourraient être développées pour contribuer à la coopération Nord-Sud. Par ailleurs, la contribution de l'ISTIC au Forum africain sur la science, la technologie et l'innovation (STI) pour l'emploi des jeunes, le développement du capital humain et la croissance inclusive (Nairobi, 2012) a été saluée. Pour ce point, la réunion conjointe a recommandé le projet de décision présenté au paragraphe 8 du document 192 EX/48. Après l'examen du projet de décision, le pays hôte du CIEFFA a fait une déclaration.

11.8 Le point **14 Partie II** « Propositions pour améliorer l'efficacité de la gestion de l'Institut Mahatma Gandhi d'éducation pour la paix et le développement durable » a été examiné sans débat par la réunion conjointe. Pour ce point, la réunion conjointe a recommandé le projet de décision présenté au paragraphe 6 du document 192 EX/48. Suite à l'examen du projet de décision, le pays hôte a fait une déclaration.

11.9 La réunion conjointe a poursuivi ses travaux avec l'examen du point **9** « Initiative mondiale de l'UNESCO concernant les géoparcs ». Dix-sept membres et trois observateurs ont pris la parole. La majorité des représentants ont soutenu l'initiative, considérant que les géoparcs étaient un outil solide de développement territorial et durable. Tout en exprimant leur soutien à la poursuite des activités du groupe de travail chargé de définir le futur partenariat, certains membres ont posé des questions sur le processus, les objectifs et les coûts des géoparcs. Des précisions ont été apportées sur la contribution et le soutien du Secrétariat lors des deux réunions tenues par le groupe de travail respectivement en juin et en juillet 2013, ainsi que sur les options juridiques et administratives envisagées. Certains représentants ont fait part de leur inquiétude concernant les implications budgétaires éventuelles, la multiplication des listes et labels UNESCO et les synergies avec les programmes phares déjà existants tels que le Programme sur l'homme et la biosphère (MAB) et le programme relatif au patrimoine mondial. À cet égard, un représentant a estimé qu'une étude d'impact sur l'opportunité d'un nouveau partenariat serait souhaitable et que le groupe de travail pourrait en être chargé. Concernant ce sous-point, la réunion conjointe a recommandé le projet de décision présenté au paragraphe 4 du document 192 EX/48. Au cours de l'examen du projet de décision, une représentante a souhaité rappeler que le groupe de travail devait demeurer ouvert. Suite au débat et aux précisions apportées par le Secrétariat, une autre représentante a insisté sur les incidences financières que l'initiative proposée aurait réellement pour l'UNESCO.

11.10 En ce qui concerne le point **13** « Rapports sur la mise en œuvre du Programme Information pour tous (PIPT) (2012-2013) », 11 membres sont intervenus. La plupart ont salué le travail réalisé dans le cadre du PIPT, certains soulignant qu'il s'agissait d'un programme unique au sein du système des Nations Unies et souhaitant qu'il puisse contribuer à l'élaboration de l'agenda pour le développement post-2015. Concernant le rapport d'activité, des éclaircissements ont dû être apportés sur la procédure d'élaboration et de soumission de ce rapport au Conseil exécutif. À cet égard, il a été suggéré qu'à

l'avenir tous les membres du Conseil du PIPT puissent contribuer au rapport par voie électronique. En ce qui concerne le contenu du rapport, une représentante a souhaité qu'une analyse davantage axée sur l'impact des activités, ainsi que des informations sur les résultats de l'évaluation d'IOS et sur l'évaluation interne, soient intégrées au rapport, éventuellement sous la forme d'un addendum, pour la Conférence générale. Si les ressources allouées dans le cadre du Fonds d'urgence ont permis de développer des activités fort appréciées notamment en Afrique et dans les Caraïbes, les contraintes budgétaires de l'Organisation ont été une source de difficulté pour le PIPT, quelques représentants notant également l'incapacité du programme à lever des fonds extrabudgétaires jusqu'à présent. Des informations complémentaires ont été demandées sur la suite à donner au plan stratégique du PIPT qui arrive à terme en 2013, sur la mise en œuvre des recommandations de la Conférence de Sakhaline et sur les experts proposés pour les groupes de travail. Pour ce point, la réunion conjointe a recommandé le projet de décision présenté au paragraphe 5 du document 192 EX/48, selon lequel le Conseil exécutif prendrait note du contenu du document 192 EX/13.

11.11 Je passe maintenant au point **35** « Reconstitution du Prix UNESCO-Madanjeet Singh pour la promotion de la tolérance et de la non-violence », qui a été examiné sans débat. Pour ce point, la réunion conjointe a recommandé le projet de décision présenté au paragraphe 16 du document 192 EX/48.

11.12 Concernant le point **36** « Accord de coopération à long terme entre l'UNESCO et l'OMM dans le domaine de l'hydrologie et des ressources en eau (eau douce) », la réunion conjointe l'a examiné sans débat et a recommandé le projet de décision présenté au paragraphe 17 du document 192 EX/48.

11.13 La réunion conjointe a poursuivi ses travaux avec l'examen sans débat du point **37** « Relations avec l'Association des nations de l'Asie du Sud-Est (ASEAN) et projet d'accord-cadre entre l'UNESCO et cette organisation régionale ». Pour ce point, la réunion conjointe a recommandé le projet de décision présenté au paragraphe 18 du document 192 EX/48. Suite à l'examen du projet de décision, deux pays ont fait une déclaration.

11.14 Enfin, la réunion conjointe a terminé ses travaux par l'examen du point **43** « Proposition d'amendement de la Charte de l'Université des Nations Unies (UNU) », sur lequel neuf membres sont intervenus, reconnaissant les efforts de l'UNU en faveur de réformes qui permettront d'améliorer l'efficacité de son Conseil. La majorité des représentants ont soutenu l'avis favorable de la Directrice générale concernant l'amendement de la Charte de l'UNU visant à réduire le nombre des membres du Conseil, et concernant la fréquence des sessions du Conseil. Ce faisant, ils ont exprimé leur préoccupation et ont souhaité des précisions au sujet des conséquences éventuelles d'un tel amendement sur la répartition géographique au sein des membres du Conseil. Il convient de noter que le point 43 a été examiné par la réunion conjointe suite à une recommandation du Bureau du Conseil, sous réserve de son inscription formelle à l'ordre du jour le lendemain en plénière. Une représentante a considéré que cette pratique était contraire au Règlement intérieur du Conseil exécutif et ne devait en aucun cas constituer un précédent. Pour ce point, la réunion conjointe a recommandé le projet de décision présenté au

paragraphe 20 du document 192 EX/48. Suite à l'examen du projet de décision, une représentante a insisté sur le fait que la procédure appliquée pour l'examen de ce point additionnel en réunion conjointe ne devait pas créer un précédent.

11.15 Madame la Présidente, chers collègues, arrivant au terme de mon rapport oral, je souhaiterais saisir cette occasion pour exprimer de nouveau mes sincères remerciements aux distingués membres des Commissions PX et FA pour leur patience, leur coopération et leur engagement envers notre Organisation. Je remercie aussi la Directrice générale qui, avec l'aide des Sous-Directeurs généraux, a fourni à la réunion conjointe des informations et documents pertinents, ainsi que les éclaircissements demandés. Permettez-moi aussi d'exprimer ma gratitude, une fois de plus, à S. E. M. Matthew Sudders, pour avoir procédé à mes côtés à un examen méthodique et approfondi des points partagés, qui a facilité les délibérations de la réunion conjointe. J'ai pris grand plaisir à coprésider la réunion conjointe avec lui durant ces deux années et le remercie à nouveau de son soutien sans faille. Mes remerciements vont à l'équipe du secrétariat de la Commission PX dirigée par Mme Meriem Bouamrane : Caroline Munier, Davide Storti, Sunday Fadina et Matthias Eck. Je remercie également l'équipe du secrétariat de la Commission FA conduite par M. Sachin Bhatt : Elena Constantinou, Alexandre Deganis, Marc-Antoine Demay et Eunice Ong. Je souhaite enfin adresser un remerciement particulier aux assistants techniques, aux commis de salle, aux dactylos, ainsi qu'aux interprètes et traducteurs, qui nous ont permis de mener à bien nos travaux, en temps et en heure. Je vous remercie de votre attention.

12. **The Chair** thanked the Chair of the FA Commission and the Chair of the PX Commission for their excellent cooperation together and for having delivered a very concise report. She recalled that pursuant to Rule 47 of the Rules of Procedure of the Executive Board, the entire set of draft decisions recommended by each plenary commission, the Programme and External Relations Commission (PX) and the Finance and Administrative Commission (FA) should be adopted as a whole unless Board Members requested otherwise. She

understood that a general consensus had been reached during the joint meeting relative to the draft decisions, and asked the Board if they wished to propose that any remaining draft decisions be adopted separately.

13. *It was so decided.*

14. **Mme Ossakedjombo-Ngoua Memiaghe** (Gabon) appelant l'attention sur les paragraphes 8 et 9 du projet de décision présenté au titre du point **16 Partie I**, dans lesquels le Conseil exécutif prie la Directrice générale d'accorder la priorité requise au critère de représentation géographique équitable lors des nouveaux recrutements et de lui faire rapport à sa 194^e session, rappelle qu'elle est intervenue précédemment sur la question à propos du point 5 Partie IV (A). Faisant observer que les groupes africain et arabe, déjà sous-représentés, ont encore perdu 36 agents au cours de l'exercice 2012-2013, elle propose que soit constitué, avant que la Directrice générale ne fasse rapport sur ce point à la 194^e session, un groupe de travail chargé d'étudier la question de la sous-représentativité de certaines régions au sein du Secrétariat.

15. **The Chair** thanked the representative of Gabon for her very cogent reflections and said that the Director-General and the Secretariat had taken note of those comments. On behalf of the Board, she reiterated her congratulations to the Chairs of the FA and PX Commissions and their teams for all their hard work at the present and previous sessions of the Board.

(Applause)

16. **Mme da Rocha** (Brésil), après avoir félicité les deux Commissions pour l'excellent travail accompli, demande s'il serait possible d'obtenir le texte des rapports oraux de leurs présidents, bien qu'il ne s'agisse pas de documents officiels.

17. **The Chair** thanked the representative of Brazil for her comments and noted that the reports would be published as part of the summary records of the present session. She added that the Chairs of the two Commissions would also be able to circulate copies of their reports after they had been authorized.

The meeting rose at 12.05 p.m.

TENTH MEETING

Friday 11 October 2013, 3.10 – 4.15 p.m.

Chair: Ms Cummins

ORGANIZATION AND PROCEDURAL MATTERS (*continued*)

Item 2: Approval of the summary records of the 191st session and the 5th special session (191 EX/SR.1-8 Prov.; 5 X/EX/SR. 1-2 Prov.)

1. **The Chair**, informing the Board that the documents containing the provisional summary records of the 191st session and the 5th special session of the Executive Board had been circulated late, requested Members to examine them and submit any corrections to the Secretariat by close of business on the following Friday, 18 October, in which case a corrigendum could be issued. In the meantime, and taking into consideration what she had just said, unless she heard any objections, she would take it that the Board agreed to approve documents 191 EX/SR.1-8 Prov. and 5 X/EX/SR.1-2 Prov.

2. *It was so decided.*

CLOSURE OF THE 192nd SESSION

3. **The Chair** recalled that the Executive Board remained in office until the end of the 37th session of the General Conference. Before delivering her closing remarks for the 192nd session of the Board, the last in its current composition, she invited the Director-General, Vice-Chairs and the President of the General Conference to say a few words.

4.1 **La Directrice générale** *in extenso* :

Excellences, Mesdames et Messieurs, c'est un plaisir de saluer le travail accompli sur l'ensemble de l'exercice biennal par le Conseil exécutif, sous l'impulsion de sa Présidente, lorsque l'exercice fut aussi important que celui-ci pour l'UNESCO. Je pense, Madame la Présidente, me faire la porte-parole de cette assemblée en saluant tout d'abord la manière toujours très directe, très pointue, avec laquelle vous avez su lancer les débats et cerner les enjeux dans vos remarques liminaires à chaque session, et encore cette fois-ci. Je veux saluer également l'accent que vous avez mis sur le travail du Conseil exécutif non seulement pendant les sessions, mais également entre les sessions. Je puis témoigner, au vu de tous les échanges que nous avons eus entre les différentes sessions, de votre intérêt et de votre sens des responsabilités. Ce travail continu, par les voies formelles et informelles, représente l'avenir pour l'UNESCO, dont la gestion demande, plus que jamais, un dialogue permanent et de la réactivité, celle-là même dont le Conseil a su faire preuve avec la convocation, en avance, de sa 189^e session, au début de l'année 2012. Aussi permettez-moi de remercier, à travers vous, les membres du Bureau pour leur contribution inestimable au bon déroulement de nos travaux, et de saluer ses Vice-Présidents, ainsi que les Présidents des deux Commissions.

4.2 Cet exercice biennal restera comme une étape décisive dans l'histoire de l'UNESCO : décisive pour son budget, décisive pour la mise en œuvre du 36 C/5. C'était un exercice de transition entre un programme biennal et un programme quadriennal. L'UNESCO a su faire face à une crise financière d'une ampleur inouïe, qui a mis à l'épreuve les défenses et la résistance de notre Organisation comme rarement au cours de notre histoire. Cette épreuve nous a révélé à nous-mêmes notre capacité collective à faire front

uni et ce résultat n'est pas le fruit du hasard : nous le devons aussi à votre *leadership*, Madame la Présidente, et à la manière dont vous avez su maintenir l'unité et la concertation au sein du Conseil. C'est ce dialogue qui vous a permis de porter les sujets qui vous tiennent à cœur, et que je partage : le lien entre culture et développement durable ; le patrimoine culturel ; le Programme Mémoire du monde ; le projet La route de l'esclave.

(La Directrice générale poursuit en anglais)

4.3 Madame Chair, you did all this with strength and vision and, most of all, always with a sense of humour. I think we all will remember how you gently reminded speakers that at the end of their allotted time they would hear "*the sound of music*" and, in case they still did not stop talking, that they would hear "*the sound of the voice of the Chair*". Much of the art of chairing lies in this understatement. It lies in the ability to lead by bringing people together. It lies in tactical skill and strategic vision. In all of these areas, Madam Chair, you have excelled. In your opening remarks at the beginning of the 189th session, you said something very important and I would like to quote you here: "*It is common knowledge that there are times when countries take opposing positions on certain issues. UNESCO is not immune to these tensions. It is a cherished tradition of the Organization to reach decisions by consensus, because we collectively believe that our work contributes to the betterment of all humanity, regardless of the politics. And even when consensus is not possible, it does not diminish the fact that UNESCO provides a unique platform for dialogue to continue sowing the seeds of peace for the future. This is why we exist. As we move forward in our reform efforts, and look towards our vision for the future, we must never forget this.*"

4.4 These are your words, Madam Chair, which I fully share; words of wisdom that will remain with all of us even as you end your term as Chair. In this spirit, I am honoured to present you with this honorary gavel, in recognition of your work, in the name of UNESCO. I thank you very much.

5. **The Chair** thanked the Director-General for her gift, her inspiring words and her kind consideration. She then invited the Vice-Chairs for the electoral groups to take the floor.

6.1 **La Sra. Sánchez Bello** (República Bolivariana de Venezuela) (Vicepresidenta por el Grupo III) hace hincapié en el excepcional mestizaje étnico y cultural que configura la identidad de la Presidenta del Consejo, forjada, como la de todos los latinoamericanos, que el filósofo mexicano José Vasconcelos llamó la "raza cósmica", en la fragua histórica de un crisol de linajes y culturas que van desde el origen asiático de los indómitos indios caribes hasta la aportación de las lenguas y creencias europeas, pasando naturalmente por el legado africano, portador de profundos valores y ricas tradiciones.

6.2 El grupo de América Latina y el Caribe se siente orgulloso de las virtudes propias de esa singular estirpe de que ha hecho gala la Presidenta en el desempeño de su difícil cargo, orgulloso de su gestión, su apertura al diálogo y al respeto del otro y su talante democrático, orgulloso de la sabiduría y transparencia con que ha sabido manejar y resolver situaciones delicadas, y orgulloso de su profesionalidad y su profundo conocimiento del funcionamiento, la historia, las normas, los problemas y los valores éticos de la UNESCO. La Presidenta ha demostrado que no hace falta venir de un país grande para presidir con acierto el Consejo Ejecutivo, sino que basta

con talento, integridad, respeto del compromiso adquirido y, sobre todo, como ha señalado la Directora General, una particular capacidad de liderazgo. La oradora concluye agradeciendo a la Presidenta del Consejo todos sus esfuerzos, realizados con amor y entrega a la UNESCO, que es patrimonio de la humanidad, y deseándole lo mejor en sus nuevas funciones.

(6.1) **Mme Sánchez Bello** (République bolivarienne du Venezuela) (Vice-Présidente pour le Groupe III) souligne le métissage ethnique et culturel exceptionnel qu'incarne la personnalité de la Présidente du Conseil, forgée comme celle de tous les latino-américains, que le philosophe mexicain José Vasconcelos qualifiait de « race cosmique », dans un creuset historique de lignées et de cultures qui vont de l'origine asiatique des indiens caraïbes indomptables à l'apport des langues et croyances européennes, en passant, naturellement, par l'héritage africain, porteur de valeurs profondes et de riches traditions.

(6.2) Le groupe de l'Amérique latine et des Caraïbes est fier des vertus intrinsèques de cette lignée singulière dont a fait montre la Présidente dans l'accomplissement de sa lourde tâche, fier de sa gestion, de son ouverture au dialogue et aux autres et de son esprit démocratique, fier de la sagesse et de la transparence avec lesquelles elle a su traiter et résoudre les situations délicates, fier enfin de son professionnalisme et de sa connaissance approfondie du fonctionnement, de l'histoire, des règles, des questions et des valeurs éthiques de l'UNESCO. La Présidente a prouvé qu'il n'était pas nécessaire de venir d'un grand pays pour présider avec succès le Conseil exécutif, et que le talent, l'intégrité et le respect des engagements suffisaient, et surtout, comme l'a fait remarquer la Directrice générale, une aptitude particulière au leadership. Pour conclure, l'oratrice remercie la Présidente du Conseil de tous les efforts qu'elle a déployés par amour et dévouement envers l'UNESCO, qui est le patrimoine de l'humanité, et lui souhaite le meilleur dans l'exercice de ses nouvelles fonctions.

7. **Mr Oberoi** (India) (Vice-Chair for Group IV) thanked the Chair on behalf of the Asia and the Pacific group for steering the Executive Board during the past two years through difficult times with firmness, grace, courtesy and tact. He said that the Board was some way through the process of bringing back UNESCO to an even keel and the Chair's leadership had helped them to remain on the right track. He said that he also wished to take the opportunity to remember the valued contributions of two of the distinguished ambassadors of Thailand and Japan who were leaving the Executive Board of UNESCO. Furthermore, he expressed his thanks to the Director-General and the Secretariat for their support and initiatives to take UNESCO down the path of recovery.

8. **Mr Haile** (Ethiopia) (Vice-Chair for Group V(a)), on behalf of the Africa group and his own country, expressed heart-felt gratitude to the Chair for her dedication through the difficult times faced by the Organization. The Executive Board had benefitted from her strong leadership, guidance and outstanding service as chairperson; her interventions at key moments and her seasoned reasoning on the various agenda issues had been exemplary. Numerous difficult decisions had been taken during her term of office, also addressing Priority

Africa, and the Africa group thanked her for her commitment and accomplishments. Her recent visit to Ethiopia a few months previously and the recommendations that had emanated from her mission report were being seriously considered by the Ethiopian Government for incorporation into the management plan of the Aksum World Heritage Site. Moreover, he extended his sincere appreciation to all of the Board Members for all the work accomplished in the past two years.

9. **Mr Andreassen** (Denmark) (Vice-Chair for Group I) said that he wished to thank the Chair for leading the Board as head of their family; she had shown them that her ambition was not just a personal affair, but that her criterion for success was that the Board succeeded together. Although she had often returned home to Barbados between sessions, when she was at UNESCO she was always very present. He congratulated the Director-General on her re-election, saying that she possessed all the capacities necessary to lead the Organization in the right direction over the coming years. He also thanked the President of the General Conference, Ms Katalin Bogyay, for her guidance. He said that he considered the past four years, during which he had been guided by three women, a very positive experience. He also said that he wished to express his gratitude towards all the Vice-Chairs, his colleagues in the Bureau, who had been guided by the same ambition as the Chair, to succeed together. He expressed special thanks to the Chairpersons of the PX and FA Commissions, Mr Adoua and Mr Sudders, and the Members and Chairs of the Special Committee, Mr Bhebe of Zimbabwe and later Mr Budjaku of the former Yugoslav Republic of Macedonia, whose personalities and many important results achieved for UNESCO, under the excellent guidance of the Secretary, Mr Michael Millward, he would never forget.

10. **M. Grexa** (Slovaquie) (Vice-Président pour le Groupe II) s'associe aux hommages exprimés par les orateurs précédents à l'égard de la Présidente, qu'il juge mérités. Ce fut en effet un privilège de travailler avec elle. Son efficacité, tantôt discrète, tantôt directe, a été très appréciée, de même que sa gentillesse, parfois dissimulée derrière un regard sévère. Elle incarne selon lui la solidité, la fiabilité et la simplicité, trois qualités très appréciées des Slovaques, dont il est le représentant. Rappelant son intervention lors du débat général, l'orateur invite une nouvelle fois la Présidente à rester attachée à l'UNESCO et, détaillant avec humour sa vision de l'UNESCO en 2040, salue le travail remarquable qu'elle a accompli et se déclare très honoré d'avoir collaboré avec elle.

١١ هنا السيد النعيمي (الإمارات العربية المتحدة) باسم مجموعة الدول العربية رئيسة المجلس التنفيذي على إدارتها المتميزة للمجلس خلال السنتين الماضيتين. وذكر أنه لما ترشحت، طلبت الدول الجزرية، وعلى رأسها سانت لوسيا، الدعم لها لتولي رئاسة المجلس التنفيذي. وقال إنه كان متحمساً للتعرف على تلك الدولة الجزرية الصغيرة من خلال شخص السيدة كمنز. وأعرب عن سعادته لما قدمته خلال السنتين الماضيتين وعلى حسن إدارتها للمجلس، مضيفاً أنها كانت رائعة في إنجاح العديد من القرارات. وختم كلمته معرباً لها باسم مجموعة الدول العربية عن شكره لها ودولتها متمنياً لها كل التوفيق في المستقبل..

(11) **M. Alneaimi** (Émirats Arabes Unis) félicite, au nom du groupe des États arabes, la Présidente du Conseil exécutif pour la manière remarquable dont

elle a dirigé les travaux du Conseil au cours des deux années écoulées. Il rappelle que, lorsqu'elle avait présenté sa candidature, les États insulaires, avec à leur tête Sainte-Lucie, lui avaient apporté leur soutien. Il avait alors tenu à mieux connaître ce petit État insulaire par le biais de Mme Cummins. Il rend hommage à la Présidente pour le travail qu'elle a accompli au cours des deux années écoulées et pour la façon dont elle a présidé le Conseil, rappelant qu'elle a joué un rôle déterminant dans l'adoption de nombreuses décisions. Pour finir, au nom du Groupe des États arabes, il lui adresse, ainsi qu'à son pays, ses remerciements et ses vœux de réussite.

12. **The Chair**, expressing her gratitude for the remarks made by United Arab Emirates, said that she had appreciated the opportunity to learn more about his country and the Arab region, and that she maintained an ambition to learn Arabic, which seemed to her such a beautiful language.

13.1 **The President of the General Conference**
in extenso:

Thank you very much Madam Chair. Madam Director-General, your Excellencies, dear friends, we have come through two years of intensive work and we have proven that open and transparent communication, especially with a good sense of humour, paves the way for real success. And if we work with mutual trust and harmony within the house, then better collaboration between all the constituent parts can be achieved. This was a biennium of close cooperation. As you all know, at the start of this biennium, in order to facilitate harmonization of action and promote the free flow of information, we have established the practice of regular meetings between the heads of the three governing bodies of UNESCO, the Director-General, the Chair of the Executive Board and the President of the General Conference. These informal meetings were very useful for exchanging information and ideas openly about the pressing and urgent issues confronted by UNESCO, setting a good precedent for the future.

13.2 Dear Madam Chair, I would like to thank you for being such a committed and well-prepared Chair of the Executive Board, and let me congratulate you for the successful fulfilment of a very difficult mandate. Sitting here next to you in my capacity as an ex-officio member of the Executive Board, I have witnessed your commitment to facilitating the work of this governing body, guiding UNESCO through difficult times. I will always remember the time when I had the joy of working with you and sharing with you – and with you Madam Director-General – the task of leadership of this noble Organization.

13.3 Dear Alessandra, you come from the territory of culture; you create museums, protect cultural heritage, connect your beautiful country and your culture with the world; and you have long been a very well-known and respected professional and expert, and a personality in the UNESCO family. I wish you the best in your future endeavours and I hope that UNESCO will continue to benefit from your knowledge, wisdom and enthusiasm for years to come. We do not want to lose you!

13.4 Allow me to congratulate once again the Director-General, for her re-nomination and solid support, and I am very much looking forward to welcoming you all to the 37th session of the General Conference on Tuesday, 5 November. Meanwhile, thank you for all your hard work,

dedication and trust that we together can build a strong and responsive Organization for our children. Thank you very much.

14. **The Chair** thanked the President of the General Conference for her kind remarks and her friendship, as well as her continued deep interest in and commitment to UNESCO and to the work of the Executive Board in the intersessional periods, and for ensuring that the vision of the General Conference was carried throughout their proceedings.

15.1 **The Chair** *in extenso:*

Madam President of the General Conference, Madam Director-General, distinguished Members of the Board, Excellencies, first and foremost, I thank you very much for your kind words and generous comments this afternoon. As we come to the end of the 192nd session of the Executive Board, as well as the close of our work for the 2012-2013 biennium, it is important to recall that this Board started out its mandate in a particularly difficult time for UNESCO, which ended the previous biennium in financial deficit, and continued throughout this biennium with a substantial budgetary shortfall. Thus, it is inevitable that this Board should focus a significant portion of its labour on monitoring the serious financial situation, and on working closely with the Director-General to ensure that the Organization fulfils its mandate vis-à-vis document 36 C/5 Approved.

15.2 Here, I would like to reiterate my thanks to the Director-General and the Secretariat for their efforts to address the situation, for their ingenuity, I might say, and their innovation, as well as to Member States for reinforcing their support for the Organization through early payment of their annual assessments, through special contributions to the Special Emergency Multi-Donor Fund, and through other extrabudgetary and in-kind contributions. This supplementary support from Member States was crucial, and is a resounding statement that UNESCO still matters for the peoples of the world.

15.3 Ladies and gentlemen, during this biennium, we have had to address many challenges and to function as a team to overcome them. This Board has overseen the transition of the Organization to the new quadrennial programming cycle – a new four-year programming cycle within an eight-year medium-term strategic framework – as reflected in the Draft Medium-Term Strategy for 2014-2021 (37 C/4) and the Draft Programme and Budget for 2014-2017 (37 C/5). Throughout your deliberations, the recommendations of the independent external evaluation of UNESCO (IEE) have remained of critical importance and relevance. This Board has insisted on the articulation of the role of UNESCO in the post-2015 development agenda. I consider this a major effort in that regard. It has continued to monitor and support the move towards results-based budgeting for the Organization. It has also emphasized the importance of *proactive* instead of *reactive* approaches to monitoring and evaluation – supporting the creation of strategic frameworks for long-term sustainable management, monitoring and evaluation for UNESCO partnerships, prizes and institutes.

15.4 Concerned that the budgetary shortfall could potentially continue in the next programme cycle, in the first special session of the Board to be convened in 28 years, this Board also engaged in ranking programme priorities for the Draft Programme and Budget for 2014-2017 (37 C/5) –

an approach that is unique for UNESCO, and has probably never been carried out in quite such a systematic way before within the United Nations system. As I mentioned in my opening remarks, despite the many misgivings expressed, this exercise has essentially reaffirmed the positive value of UNESCO to Member States – it revealed that Member States do value the combination of competencies in this House. It shows that it is this interdisciplinary combination that Member States deem important and not just individual themes or programmes.

15.5 Distinguished colleagues, in recalling the achievements of the Board, we must applaud the extensive work carried out by the Committee on Conventions and Recommendations (CR), which examined an increased number of communications this biennium; carried out its role of monitoring the implementation of standard-setting instruments; and decided, I think wisely, to establish a working group at the Board's 193rd session to improve the work and effectiveness of the Committee. I take this opportunity on your behalf to thank the Chair, Madame Assel Utegenova, for her leadership of the Committee, and extend my gratitude to the secretary of the Committee, Madame Beatrice Dupuy, and her team.

15.6 Due recognition should also be given to the important work completed by the Special Committee (SP), which has greatly facilitated the Board's work on the running costs of the Executive Board and General Conference; on the follow-up of the report of the Joint Inspection Unit (JIU) on the management and administration of UNESCO and the independent external evaluation of UNESCO; and at the current session, on the schedule and workload of Executive Board sessions in the new quadrennial cycle. I would like to thank the Chair, Mr Agron Budjaku, for his inspired chairing of the Special Committee. I also thank the Secretary of the Committee, Madame Isabel Vinson, and her team for their dedicated support.

15.7 It is equally imperative that we commend the work of the Committee on Non-Governmental Partners (NGP), which has seen active participation from over 100 NGOs in each of its sessions this biennium. In addition to fulfilling its statutory obligations in admitting and reclassifying NGOs in official partnership with UNESCO, the Committee also carried out thematic debates on education for all (EFA), Priority Africa, water cooperation and youth throughout the biennium. In fact, this session's focus on youth saw for the first time ever, interventions from six youth representatives in the deliberations of the Committee. This is a very encouraging step towards better incorporating the views of young people in the work of the Board. I take this opportunity to thank the Chair, Mr Mohamed Amr, as well as his predecessors, for their dedicated leadership of the Committee. I also thank the secretary of the Committee, Ms Sabina Colombo, and her team for their commitment to the work.

15.8 An important aspect of this Board's work is the increase in intersessional work, especially through open-ended working groups and online consultations. The enhanced participation model utilized by the Ad Hoc Preparatory Group as well as a number of other working groups on documents 37 C/4 and 37 C/5 was greatly appreciated by Member States. This model of participation has strengthened democratic and participatory decision-making within the Board, and should be further expanded in the coming years. In fact, regular Board sessions and all intersessional work should, in my view, be live-streamed to

Member States, National Commissions and field offices in the future so as to ensure full transparency in the Board's procedures, and to build knowledge of the Board's work amongst national policy-makers.

15.9 I would also like to especially commend Member States for their spirit of consultation and cooperation throughout the biennium, especially on documents 37 C/4 and 37 C/5. There has been a marked increase of dialogue amongst Member States between regular sessions of the Board. This trend should be strongly encouraged, and in my opinion, is the best way forward for efficient and effective governance of the Organization today. As such, I strongly urge Members of the Board to continue to intensify inter-sessional exchanges amongst themselves in the coming years, utilizing the latest technological developments available. We need to enhance continuity of the work of the Board beyond its regular sessions – this is the only way we can remain responsive to the needs of the Organization and of Member States. In this regard, I am deeply grateful for the support, collaboration and wisdom of the Vice-Chairs of the Board and indeed the Bureau as a whole.

15.10 At this point, I would like to thank the Chair, Ms Vera Laccœuilhe, the Vice-Chair, Mr Jens Dalsgaard, and all the members of the Ad Hoc Preparatory Group for their stellar work prior to each regular session of the Board. I would also like to thank the Chairs of the PX and FA Commissions, Mr Jean-Marie Adoua and Mr Matthew Sudders, for so ably steering the work of the Commissions. Furthermore, I would like to recognize the Secretaries of the Commissions, Madame Meriem Bouamrane and Mr Sachin Bhatt, and their respective teams, for the support and dedication they have shown throughout the biennium.

15.11 Ladies and gentlemen, as we are fully aware, during this session, this Board has also fulfilled its duty of nominating a candidate for the position of Director-General for the election by the General Conference at its 37th session. We were indeed very fortunate that three candidates of high calibre chose to avail themselves for this position. This is very reassuring as it reflects the value accorded to UNESCO by Member States and by the communities they serve. As the Chair conducting the nomination process this biennium, I do have some reflections on this most important process. I was very much reliant on the experience from previous occasions, and on the very wise counsel afforded me by the Bureau. I have some thoughts on how this process, which currently benefits from very sound and stringent rules, but which might be useful in reinforcing the already high standards of conduct of the procedure during the lacuna between the nomination and confirmation of candidates.

16. **El Sr. de Ory** (España) puntualiza que el proceso de elección para el cargo de Director General aún no ha llegado a su término, y que por ende no es oportuno escuchar las apreciaciones de la Presidencia del Consejo sobre este proceso. Le pide en consecuencia que formule sus comentarios en otro momento.

(16) **M. de Ory** (Espagne) souligne que la procédure d'élection au poste de Directeur général n'est pas encore achevée et que, par conséquent, il n'est pas opportun d'écouter les remarques de la Présidente du Conseil exécutif à cet égard. Il demande donc à cette dernière de faire part de ses observations à un autre moment.

17. **Ms Lacoeylle** (Saint Lucia) said that she was shocked by the inappropriate interruption of the Chair's address. As far as she could recall, during the previous election of the Director-General, the former Chair had made some useful remarks on the matter that had helped to improve the electoral procedure.

18. **El Sr. de Ory** (España) solicita el parecer de la Asesora Jurídica sobre el particular.

(18) **M. de Ory** (Espagne) sollicite l'avis de la Conseillère juridique sur cette question.

19. **The Legal Adviser** said that in accordance with the rules of the Organization, the election process had not been completed. According to Article VI of the Constitution of UNESCO, the Director-General was nominated by the Executive Board and appointed by the General Conference. Under Rule 58 of the Rules of Procedure of the Executive Board, it was the Chairperson who should inform the General Conference of the candidate nominated by the Board, and then there was a whole process for election under Rules 105 to 108 of the Rules of Procedure of the General Conference.

20. **The Chair** requested clarification as to whether the Chairperson had been allowed to speak on procedural matters concerning the election of the Director-General four years previously.

21. **Mr Sudders** (United Kingdom) said that it was his understanding that the Chair might make her concluding remarks upon every item on the agenda of a given session. As the observations that the Chair wished to make were on the process of the nomination of the Director-General, which was very clearly on the agenda, then it was fully within her prerogative to make those remarks.

22. **M. Puglisi** (Italie) se rallie à l'opinion du représentant de l'Espagne et souligne qu'il s'agit avant tout de savoir si l'évocation d'un processus électoral encore en cours est appropriée ou non. Le Règlement disposant que le processus électoral doit se dérouler en séances privées, il est peut-être déplacé d'y faire allusion à ce stade, indépendamment de la teneur des observations que la Présidente souhaite formuler dans son allocution de clôture.

٢٣ أشار السيد الدريس (المملكة العربية السعودية) إلى أن المشاركة القانونية أفادت بأن من صلاحيات المجلس التنفيذي أن يقترح تعيين المدير العام، وبعد ذلك يقوم المؤتمر العام بتعيينه. واستنتج من ذلك أن من حق رئيسة المجلس التنفيذي أن تتحدث عن عملية ترشيح المدير العام التي مرت بنجاح، وعن الجهد الذي بذله المجلس التنفيذي لإتمام تلك العملية بخطوات شفافة وسليمة. وأضاف أنه لا يرى بأساً في أن تقول إن المجلس في انتظار التعيين الذي سيقوم به المؤتمر العام. وذكر بأن ذلك قد حدث من قبل في عام ٢٠٠٩، ولم يُثر أي احتجاج أو اعتراض.

(23) **M. Aldrees** (Arabie saoudite) indique que la Conseillère juridique a précisé qu'il entrerait dans les attributions du Conseil exécutif de proposer un candidat au poste de directeur général, et que la nomination de celui-ci revenait à la Conférence générale. Il en déduit que la Présidente du Conseil exécutif est habilitée à parler de l'acte de candidature de la Directrice générale, qui a été couronné de succès, ainsi que des efforts déployés par le Conseil exécutif afin que toute l'opération se déroule dans la

transparence et le respect des règles. Il ajoute qu'il ne voit aucun inconvénient à ce qu'elle dise que le Conseil attend la nomination par la Conférence générale. Cela a été le cas en 2009, et il n'y avait eu ni protestation ni opposition.

24. **Mr Oberoi** (India) said that he could see the general point being made, that the matter was still under consideration, but he was sure that what the Chair was going to say was general and not specifically about action taken by one or other of the candidates or their supporters, therefore it was sure to add to their thoughts and wisdom.

25. **The Chair** said that she had no intention of discussing any candidate or action taken by them. Her consideration was with respect to the process of nomination, and not election, and she considered it to be the privilege of the Chair to inform her colleagues on what should be of interest to the following Board with respect to ensuring free and fair elections. The Rules of Procedure were very clear with respect to all of the processes that the Board had adopted. She was considering the various questions that had been raised to her by the Member States and which the Bureau had considered could be advanced for the consideration and future reflection of the Board.

26. **El Sr. Muñoz Ledo** (México) suscribe la posición del Reino Unido, pues entiende que el procedimiento previsto en el Artículo 58 del Reglamento del Consejo Ejecutivo ya ha llegado a su término, por lo que respecta estrictamente a la decisión que incumbe al Consejo, quedando solo pendiente lo establecido en el párrafo 4 de dicho artículo, esto es, que la Presidenta del Consejo comunique a la Conferencia General el nombre del candidato designado. Por ello no ve ningún inconveniente en que la Presidenta comparta con el Consejo sus impresiones acerca del proceso de designación.

(26) **M. Muñoz Ledo** (Mexique) appuie les propos du représentant du Royaume-Uni, car il croit comprendre que la procédure prévue à l'article 58 du Règlement intérieur du Conseil exécutif est désormais achevée, pour ce qui concerne strictement la décision qui appartient au Conseil, et qu'il ne reste plus qu'à appliquer l'alinéa 4 de l'article en question, qui dispose que la Présidente fait connaître à la Conférence générale le nom du candidat désigné. Il ne voit donc aucun inconvénient à ce que la Présidente fasse part au Conseil de ses impressions sur la procédure de désignation.

27.1 **The Chair in extenso:**

I believe that we currently benefit from very sound and stringent rules, but what I am concerned about is ensuring the dignity and capacity of every candidate and removing any doubt of any Member State from that process. Let me be very clear: I am talking about the future of the Organization. Candidates have the opportunity to be examined by the Board, but these candidates also need to have access to information and the opportunity to be provided with appropriate briefing and orientation with respect to the interview process. In my opinion, a written document, no matter how detailed, is not completely adequate for this purpose.

27.2 The sensitive issue of public information with respect to the nomination process by the Board needs to be carefully coordinated between the office of the

Chairperson and the Secretariat for the period of this process. I have also noted that non-Board Members have raised questions about their access to the candidates' vision statements and interviews, as well as the voting process of the Board itself – the latter could perhaps benefit from further reflection by the next Board.

27.3 We also need to reflect that this is the first time in the history of the Organization that the Board had carried out the nomination process with an incumbent candidate. In this regard, I must praise the Director-General for having recused herself from all matters relating to the electoral process. Her actions have been entirely appropriate and highly appreciated, and I wish to thank her for her sensitivity in this regard. In order to keep within the high standard of conduct that the Director-General has demonstrated during this process, perhaps the Board could consider defining guidelines for future incumbents on when such steps should be taken.

27.4 Most importantly, perhaps there is a need for the Board itself to consider its own performance in this regard. As individual Member States, we are all sovereign and have the right to make statements reflecting the position of that State during the course of a plenary debate. The rules remain silent, however, on how appropriate it may be to address the Board publicly with respect to a candidate during the nomination process. This also could benefit from further reflection by the Board in the future. I will strive to give this matter further consideration in my concluding remarks at the General Conference and in my detailed communication to the next Chairperson of the Board.

27.5 Dear colleagues, I would also like to take this opportunity to share with you some concluding thoughts. In our struggle to cope with the Organization's budgetary shortfall this biennium, as well as for the next four years, the Board was called upon to reflect on whether the current programmatic logic of UNESCO remains applicable to the realities, concerns, issues and needs of today and tomorrow. It is evident that we want the Organization to contribute to the building of peace; to the eradication of poverty; to sustainable development and intercultural dialogue. These elements underline the need for an integrated and multi-dimensional approach in terms of the Organization's fields of competence, signalling an implicit assumption of interdisciplinarity. This is also an indication that the Secretariat needs to explore innovative ways, unrestrained by current programmatic structures, to realize the objectives set out in our mission statement. UNESCO needs to become more flexible and responsive in its structure, so as to fully unleash the potential of its multidisciplinary expertise, and to address global problems in a holistic manner – this is what the world desperately need today, and this is where you, Madam Director-General, have been taking leadership.

27.6 Dear Members of the Board, before concluding, I would like to note that the extensive work that this Board was able to complete throughout this biennium is a clear reflection of the dedication and commitment of each and every one of you to the Organization – and for this, I am deeply grateful. The 2012-2013 biennium has been a very challenging period for UNESCO – one which would most likely impact on the life of the Organization for years to come – and you have taken decisions that have assisted the Director-General in implementing the Draft

Programme and Budget for 2012-2013 (36 C/5), as well as in preserving and strengthening the relevance of the Organization for the future.

27.7 While I cannot say that it has always been a pleasure to serve as your Chair – as noted before, challenges have loomed large on this front – it has nevertheless always been a privilege for me to fulfil my duty in this regard, and I thank you for your trust and confidence in me, and for your support throughout my term. I would like to take this opportunity to congratulate, once again, Madame Irina Bokova, for her successful and well-deserved nomination to the General Conference for re-election as Director-General. I would also like to thank the Director-General and her team, the members of the Secretariat, as well as the interpreters, translators, room clerks and technicians for their cooperation, commitment, perseverance and patience in helping the Board complete its heavy work for this biennium.

27.8 I would be remiss if I did not also take this opportunity to thank the Secretariat of the Governing Bodies, especially the Secretary, Mr Michael Millward, and the Deputy Secretary, Ms Karima Bekri-Lisner, for their dedication in ensuring that our work is completed if not always smoothly, then certainly thoroughly and efficiently.

27.9 I would also like to express my deep gratitude to my Executive Assistant, Ms Mercedes Torcat, for her unflinching support throughout my term – she has been a treasure trove of information, experience and wisdom on the proper operation of the Office of the Chairperson, which has greatly enabled me to fulfil my responsibilities as Chair. A special thank you should also be extended to my personal assistant, Mr Tee Wee Ang, who was unflinching in his pursuit of the facts and highly efficient in the execution of any duty ascribed. He is a young man with a great deal of potential and ability. Both he and Ms Torcat share a firm commitment that the House is best served by an informed Chair of the Board, and I have been fortunate to have benefited from their assistance these past two years.

27.10 I am also aware of the fact that several key members of GBS have left or are going to be leaving soon. Ms Claudette Delorme retired this past June, and Ms Mercedes Torcat and Mr Michée Detinho will be retiring in the coming months. They have served the Organization, especially GBS, with great dedication for the past 15 to 21 years. On behalf of the Executive Board, I would like to thank each of them for their outstanding service as international civil servants and for their crucial and loyal support to the Board for so many years. We are truly grateful. And may I say on my own behalf that they along with the formidable former Secretary of the Board, Mr Mohamed Al Shaabi, formed a superb team of discretion and deliberation. I have also been blessed with their friendship since I first entered this House almost 20 years ago.

27.11 Ladies and gentlemen, I now declare the 192nd session of the Executive Board **closed**, but before you go, I would like to invite you to join me, in this room, for a toast to the health of the Organization. Thank you.

The meeting rose at 4.15 p.m.