



United Nations
Educational,
Scientific and
Cultural Organization

2002-2003

Report of the Director-General

33 C/3



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**Report of the Director General on the
activities of the Organization in 2002-2003,
communicated to Member States
and the Executive Board in accordance
with Article VI.3.b of the Constitution**

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Presented in this document is a synthesized version of the 33 C/3, primarily adapted to facilitate decision-making. To ensure that readers can easily consult the full report, precise, chapter-related web addresses are found at the bottom of each page.

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Introduction by the Director-General

Like the Organization itself, our reporting habits are changing. Here is the final, hard copy version of our biennial report for 2002-2003. The report contains just the bare essentials. Its more extensive and detailed version is on our website. The preliminary version has already served its purpose. The Executive Board saw it at the same time (October 2004) as my outline proposals for the next programme and budget. Thus we are drawing closer to the aim of focusing on results, and using lessons learnt to improve our future programming.

The 2002-2003 biennium was the first tranche of our current Medium-Term Strategy. It bore all the marks of change, some of them hesitant, some of them bold. The pages that follow contain accounts of some of our achievements and the challenges we faced in the biennium. Let me dwell on a few of them.

Education for All having become the absolute priority for the entire Organization, the Education Programme began to respond to the challenge in 2002-2003 with as many resources as it could muster. With the lens of longer hindsight we know from the strategic EFA review of last year that the shortcomings have sometimes tended to be stubborn, but that our determination is beginning to bear its dividends. The external evaluation of UNESCO's response to HIV/AIDS also generated much interest, highlighting the need to step up our action, which is why I decided to launch HIV/AIDS prevention education as one of three major educational initiatives in document 33 C/5. Sustainable development caught the limelight in the media with the Johannesburg Summit, but much other work was going on more quietly that will be of equal benefit in the long term: UNESCO's support for Africa through the new NEPAD Science and Technology Cluster it has been tasked to lead, for example, or the use of satellite technology to monitor our biosphere reserves - prefiguring an interesting rapprochement between earth and ecological sciences. The birth of the new Delft IHE-UNESCO Institute for Water Education, and the publication of the first World Water Development Report in Kyoto, were landmark events of the biennium too. The importance of water management to heritage protection could

not have been more strikingly underlined than in Venice, as we stood knee-deep in floodwater to celebrate the World Heritage Convention's Thirtieth Anniversary! Standard setting was the order of the day for many of the other Culture programmes as well, and the adoption by the General Conference of the new Convention on intangible cultural heritage was perhaps the greatest achievement. For their part, the Social and Human Sciences programmes saw a biennium of much-needed strategy-building and refocusing and some significant highlights, like the International Declaration on Human Genetic Data, or the complete overhaul of the MOST Programme. The Communication and Information Programme saw the full-fledged operation of the Information for All Programme and a reform of the IPDC. But probably its greatest achievement was the way it ensured that UNESCO's position in the matter of the knowledge (and not "just" information) societies held sway at the first stage of the WSIS in Geneva.

In all these important areas, what we do in the field to implement our international policies and assist Member States is crucial, and it is tempting to recount the myriad excellent examples of results achieved, for my regular visits are full of such examples. I do urge you all to browse the web version where you can see hard evidence of growing and ever more relevant action in the field.

Away from the programmes, but always in support of them, the Organization moved ahead too in staff policy reforms, and I would like to highlight the good progress made in reversing the top heavy grade pyramid and in improving the situation of geographical representation. It was also the biennium that saw the slow but steady introduction of FABS, thanks largely to the fortitude and devotion of administrative staff all around the Secretariat. Even UNESCO's Headquarters buildings, thanks to the Belmont Plan, began to be a part of the overall renovation of the Organization, with the early and urgently needed repair work coming first during the biennium.

Finally, I could not close without a mention of one of the greatest achievements of this biennium.

nium, largely brought about because of all that I have sought to illustrate above. The United States of America returned “to the fold” in the last quarter of 2003, and I am convinced that it would have stayed away had our Organization

not tackled with such determination the task of reforming itself. That is something for which I cannot but extend my thanks to all involved in this great and enduring endeavour of change and betterment.

Koïchiro Matsuura

A handwritten signature in black ink, appearing to read "K. Matsuura", written in a cursive style.

Note to the reader

Introduction

Document 32 C/3 was a transitional document in the implementation of 162 EX/Decision 3.1.3 (Proposals of the Director-General for strengthening the report of the execution of the Programme and Budget (C/3) and the activities of the Organization in 2000-2001 (32 C/3)). The central purpose of the approach adopted for preparing document 33 C/3 was to build on the developments commenced with document 32 C/3. The enhancements proposed for subsequent C/3 documents seek to ensure that the C/3 document becomes a good governance tool by providing a self-critical, focused text and by presenting lessons learnt from the management of the programmes in 2002-2003.

Results-based reporting

Taking into account the principles of results-based management, the point of reference for reporting in document 33 C/3 was the expected results presented in document 31 C/5 and the strategic objectives expressed in document 31 C/4. Consequently, findings emanating from the self-evaluation undertaken by Sectors and Services, field offices and Headquarters primarily at three levels: Major Programme; Subprogramme; and Main Line of Action, were reported on, and in the case of Central and Support Services, their contribution to reform. Moreover, illustrations of findings presented in these assessments were drawn from the Activity/Action level and were chosen on the basis of their particularly successful or less successful nature using specifically designed activity forms. In order to prompt reflection along the central axes of the organizational strategy and to encourage truly analytical submissions, IOS invited contributors to comment on issues pertaining to UNESCO's five functions, intersectorality, extrabudgetary funding, partnerships, stakeholder participation/beneficiary involvement and Headquarters-field cooperation.

Verification

As requested in document 162 EX/6, a verification process was carried out by IOS to validate the C/3 submissions. The insights gained during this exercise were pertinent to the ultimate purpose of the C/3 document and served to enrich the critical overall analysis presented in Part II.

Presentation of information in document 33 C/3

Essential to the document's usefulness for reviewing the Organization's biennial achievements was the enhanced presentation of initiatives undertaken by the field. This innovation, in combination with other new information, resulted in a substantial increase in the size of the report. In view of Member States' expressed desire to see shorter Board documents and the determination not to compromise the qualitative and quantitative substance of the information obtained, the format of the report of the Director-General for the biennium in question was revised.

33 C/3 synthesis report

To strengthen the utility of the report as a decision-making instrument, a complementary text, synthesis of document 33 C/3, has been produced as a printed document and submitted to the Executive Board. The full 33 C/3 document is posted on a specially constructed website. The synthesis contains hyperlinks throughout, via which the detailed information available in the full report can be reached. The website was constructed to convey the findings obtained from the constructive dialogue held over the past few months. Best practices were extracted and made accessible via this medium and the website is being developed to evolve into an up-to-date resource, operating also as an information centre for field offices without websites of their own.

Approach to drafting the synthesis report

To produce a synthesis report of a maximum of 50 pages (including graphics), the full C/3 report for each Sector was synthesized in just four, five, or six pages to reflect: (i) background; (ii) adopted strategies; (iii) expected results and results obtained; and (iv) lessons learnt, strengths, and limitations. For the Central Services, the format adopted consists of: (i) services provided (and objectives when applicable); (ii) achievements; and (iii) challenges. In this truly results-based format, the salient issues characterizing the implementation of the programmes during the biennium is cap-

tured, while the details will be available in the full report on the website. To obtain this radical reduction in length, IOS sampled the expected results for reporting. The sample consisted of the first “expected result” under MLA 1 for each subprogramme (or programme), and the first project under each Cross-Cutting Theme. The same broad sampling method of selecting the first expected result was used for the Central Services, where applicable. This does not imply that the expected results for the other MLAs, or for the other functions of the Central Services are of less importance. They are all reported on in the full C/3 report. The sampling framework was selected for consistency for all Sectors and Services.

Part I

Programme implementation and services

A. Programmes

Background

Major issues: Following the World Education Forum, held in Dakar in April 2000, UNESCO decided to centre its own Education Programme around implementing the strategy and recommendations agreed on at that Forum. UNESCO defines its functions and actions for the Dakar follow-up in four areas: (1) supporting National EFA Action Plans, with the focus on assisting the countries to develop (according to their needs and within existing development frameworks such as CCA/UNDAF or other plans such as PRSP) and implement their national EFA plan; (2) building capacity, first for national stakeholders who are responsible for preparing and implementing the National EFA plans and secondly, among educators, including policy- and decision-makers, heads of institutions, curriculum developers, trainers and teachers; (3) mobilizing partners at the global and national levels to mobilize resources and promote inter-agency cooperation and collaboration in the various EFA processes; and (4) monitoring progress by issuing an independent annual EFA Global Monitoring Report. Some new activities emanated directly from the Dakar Forum, but most were the continuation of previous work, placed more explicitly under the banner of Education for All (EFA). The programme also had important components in secondary and higher education.

Major international events: The General Conference endorsed a request from Sports Ministers that UNESCO develop a convention against doping in sport. The Sector was involved

in several major international events of direct relevance to the work of the Organization. The activities include both preparatory work for UNESCO's involvement and participation in the events, and the necessary follow-up actions emanating from the events. The major events included:

- First Global Forum on Quality Assurance, Accreditation and the Recognition of Qualifications (Paris, France, 17-18 October 2002);
- World Summit on Sustainable Development (WSSD, Johannesburg, 2002);
- Eighth Regional Conference of Ministers of Education of African Member States (MINEDAF VIII) (Dar es Salaam, United Republic of Tanzania, 2-6 December 2002);
- International Conference on Secondary Education for a Better Future (Muscat, Oman, December 2002);
- United Nations Literacy Decade (UNLD) was launched on 13 February 2003 in New York;
- Meeting of Higher Education Partners – The World Conference on Higher Education+5 (Paris, France, 23-25 June 2003);
- ASPnet 50th Anniversary International Congress on Quality Education for the 21st Century (Auckland, New Zealand, 3-8 August 2003);
- International CONFINTEA V Mid-Term Review Conference (Bangkok, Thailand, September 2003);
- Twenty-first session of the Standing Conference of the European Ministers of Education of the Council of Europe (10-12 November 2003, Athens, Greece); and
- World Summit on the Information Society (WSIS) (9-12 December, Geneva, 2003).

Adopted Strategies

Overall strategies: Overall, the strategy adopted by the Sector embodied paying increasing attention to programmes (consolidation), capitalizing on the opportunities inherent in implementing the decentralization policy (decentralization), and mobilizing multiple stakeholders (partnerships).

Consolidation: Most parts of the Education Sector provided support to Member States in the drive towards EFA. In the best cases, this was explicitly linked to the implementation of EFA plans and conceived as part of the greater whole. There was some movement from a focus on projects to one on programmes.

Some results achieved in consolidation: *A group of Member States had expressed dissatisfaction with the project-based approach to extrabudgetary funding. They offered to pool their contributions in support of a programme of capacity-building for EFA in developing countries. The Education Sector initiated a bidding system whereby field offices submitted bids for activities to explicitly address the needs expressed by Member States. A beneficial effect of this approach has been to encourage greater professionalism and focus (consolidation) among the staff as they compete for funding from the programme.*

Decentralization: The Education Sector depends crucially on the field network, including the four regional bureaux. It also relies on its six specialized Institutes and its specialized Centres to implement important parts of its work.

Some results achieved in decentralization: *By the end of the biennium, there were education professionals in almost all field offices. In accordance with the spirit of subsidiarity and decentralization, field offices were given a much greater say in the establishment of priorities for document 32 C/5, through, among other modalities, by convening the first ever "General Assembly" of all UNESCO's education professionals worldwide, and intensive cooperative planning for document 32 C/5 that resulted in the highest ever percentage of decentralized programme funds.*

Partnerships: Relevant partnerships, both external and internal, were forged to facilitate effective programme delivery. Collaboration with partner agencies and NGOs has matured. Several joint programme activities are undertaken with all the other Sectors.

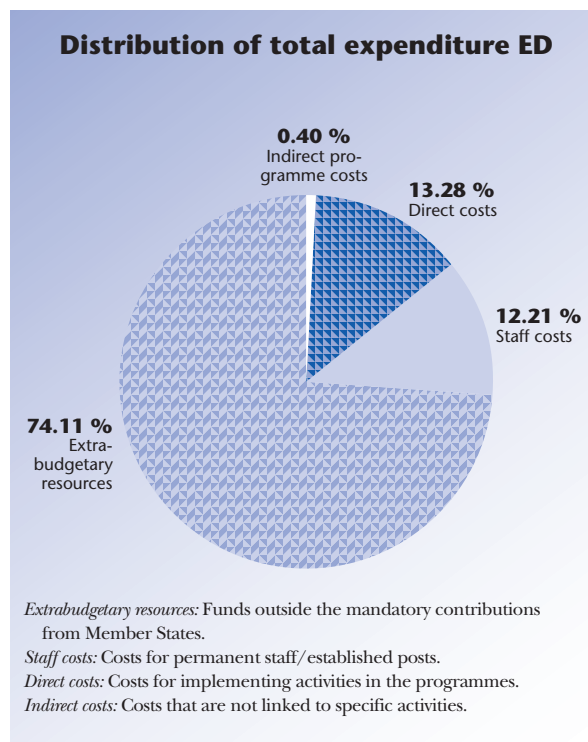
Some results achieved in partnerships: *Successful partnerships forged include those with several other United Nations agencies and international NGOs. A good marker of such partnerships is the Fast-Track Initiative for accelerating progress towards universal primary education and United*

Nations Girls' Initiative (UNGEI). UNESCO has worked closely with the World Bank, UNICEF and other development partners in this, and a genuine collaborative spirit was evident in such events as the annual meetings of the EFA Working Group, as well as the High-Level Group. Work was initiated with OECD to produce guidelines for cross-border education. A Memorandum of Understanding among UNESCO, ILO, Education International and the World Confederation of Teachers was signed to assist governments to strengthen education/labour policies affecting teachers. The NGO consultative groups for EFA and for higher education agreed to bring higher education networks into EFA capacity-building activities.

Operational inputs and outputs: In order to implement the above strategies in managing for results, the Sector made use of the following:

- Regular programme budget: \$95,918,213 (\$94,091,700 + \$1,826,513 carry-over funding from 30 C/5);
- Extrabudgetary funds mobilized amounted to some \$255,163,681;
- Staffing: 160 at Headquarters, 86 in field offices, 79 in Institutes. In addition, 360 consultants and 131 interns (Headquarters only);
- Some 130 promotional activities involving round table meetings, seminars, and high-level briefings with heads of State, ministers and delegations, were held.

In terms of deliverables, the Sector was responsible for monitoring five conventions/recommendations (and commenced the preparation of the International Convention against Doping in Sport). A total of some 133 conferences, regional consultations, training seminars, workshops, round tables and expert group meetings were held. In addition, some 350 publications, periodicals and documents in print and e-format, 10 CD-ROMs, 11 tool kits and manuals, and 18 policy briefs were produced.



Expected results and results achieved

Programme coverage in the Sector: The Education Major Programme is distributed over four Subprogrammes, and two Cross-Cutting Themes, divided into 16 Main Lines of Actions (MLAs), plus six sets of cross-cutting projects. Coverage includes work in Basic Education for All: meeting the commitments of the Dakar World Education Forum, building knowledge societies through education and a renewal of education systems, in addition to cross-cutting aspects of education in poverty alleviation, and the use of Information and Communication Technologies (ICTs). The six institutes: the International Bureau of Education (IBE), the International Institute for Educational Planning (IIEP), UNESCO Institute for Education (UIE), the UNESCO Institute for Information Technologies in Education (IITE), the International Institute for Higher Education in Latin America and the Caribbean (IESALC), and the International Institute for Capacity-Building in Africa (IICBA) contributed in varying extents to the implementation of the programme as a whole.

Subprogramme I.1.1: Coordinating the follow-up of the Dakar Framework for Action. MLA 1: Policy research, monitoring and information dissemination in regard to education for all. Expected result: Human and institu-

tional capacities for education policy formulation and evidence-based decision-making strengthened in Member States through the provision of policy tools, namely (i) applied research studies and policy/position papers, (ii) an analytical report on global trends in education, and (iii) data and indicators on progress towards the achievement of the Dakar Framework goals.

Some results achieved: *The EFA Global Monitoring Report 2002, Education for All: Is the World on Track? The EFA Global Monitoring Report 2003/4, Gender and Education for All: The Leap to Equality, were published. In addition, decision-makers, educational researchers and educational institutions were better informed through the dissemination of over 500,000 documents and multimedia CD-ROMs. Most distribution was request-driven, while some were distributed at international events.*

Subprogramme I.1.2: Strengthening inclusive approaches and diversifying delivery systems. MLA 1: Strengthening formal education through inclusive and innovative approaches. Expected result: The efforts of Member States to reform education for early childhood and the primary age-groups supported through advisory serv-

ices, technical assistance, sharing of appropriate experiences, and the promotion of national coordination to achieve education for all.

Some results achieved: *The monthly UNESCO Policy Briefs on Early Childhood constituted an extremely effective means of capacity-building. The two-page flash note, available in six languages, promotes increased understanding of various early childhood policy issues and debates. Another effective tool was the Development of Children's Pre-literacy Skills at Home project in Cambodia, a concrete and visible contribution to Dakar Goal 1 on Early Childhood Care and Education, which targets the children not reached by the formal early childhood services.*

Subprogramme I.2.1: Towards a new approach to quality education; MLA 1: Education for a culture of peace and human rights. Expected result: A new approach to quality education promoted by building an international consensus, through a network of educational experts.

Some results achieved: *UNESCO contributed to building an international consensus on the need for educational materials and textbooks that are free from discriminatory and non-peaceful elements by organizing an expert meeting on Textbooks and learning materials: Component of quality education that can foster peace, human rights, mutual understanding and dialogue (Paris, 12-13 December 2002). The 60 participants (20 experts in the field, as well as representatives of international and regional organizations, UNESCO National Commissions and Permanent Delegations) recommended that UNESCO be encouraged to play a catalyst role in this field, promoting national and regional dialogue and research on issues related to textbooks.*

Subprogramme I.2.2: Renewal of education systems; MLA 1: Reorienting general secondary education. Expected result: Secondary education reform assisted through policy recommendations to Member States, resulting from major regional and international meetings supported by UNESCO, including an international conference on Secondary Education (Oman, December 2002), and through the dissemination and exchange of information and experiences on current secondary education reforms.

Some results achieved: *A significant number of countries (about 75) participated in international or regional meetings on secondary education reform organized by or with the support of UNESCO in 2002 and 2003. Some 500 par-*

ticipants from 34 countries including Palestinian and Afghani high-level representatives attended the conference in Oman.

UNESCO International Bureau of Education (IBE): Contributing to a total of five MLAs in the Education programme. Expected result: Eight or more thematic seminars and/or modular training courses for decision-makers and curriculum development specialists organized.

Some results achieved: *Over 150 participants from some 29 countries attended seminars organized by the IBE covering such topics as collection and analysis of data/information for curriculum development, and the methods and structure of education. Participants were from all the regions of the world.*

UNESCO International Institute for Educational Planning (IIEP): Contributing to a total of 10 MLAs in the Education Programme. Expected result: National educational planning capacities strengthened: 80 key personnel from 50 Member States (half of them LDCs) benefited from in-depth training while over 700 specialists benefited from short-term residential and distance courses; three new modular training material kits assembled, tested and distributed, mainly to associated training institutions; a system for continuing distance training set up for IIEP alumni.

Some results achieved: *The Advanced Training Programme (ATP) continued to be recognized by Member States – Some 120 participants were trained, and the possibility of doing a Master's degree is now offered. Some 24 intensive training courses were held for 717 education professionals.*

UNESCO Institute for Education (UIE): Contributing to a total of four MLAs in the Education Programme. Expected result: Enhanced national capacities for policy formulation in adult and lifelong learning in Member States, particularly in developing countries with a focus on Africa and E-9 countries with emphasis on the integration of a lifelong learning perspective in credible national development plans.

Some results achieved: *The Institute adopted a methodological principle; "Three-in-one", endeavouring to integrate its activities to cover the three interrelated priority areas of Lifelong Learning, the Dakar Framework of Action and the CONFINTEA V Declaration and Agenda for the Future. Furthermore, to ensure coherence, the*

United Nations Literacy Decade was merged with the Dakar Follow-up. "Three-in-one" was adhered to in combining research, capacity-building and networking in the areas of literacy, non-formal basic education, adult and lifelong learning. This methodology entailed regular involvement of decision-makers, researchers and practitioners by connecting the fields of educational policy, research and practice.

UNESCO Institute for Information Technologies in Education (IITE): Contributing to a total of seven MLAs in the Education programme. Expected result: National capacities in UNESCO Member States for applying ICTs in education strengthened through training of educational personnel, including decision-makers, researchers and teachers. Policies for integrating ICTs into education for 25 decision-makers and policy-makers from 10 countries in the Asia and the Pacific region.

Some results achieved: National capacities in Member States for applying ICTs in education were strengthened through training of educational personnel, including decision-makers, researchers and teachers at 19 training sessions, seminars and workshops for more than 500 educators from 28 countries. Some 150 educators from 40 countries were involved in research activities, including project development, 13 expert meetings, research seminars and workshops. Seven national pilot projects were launched.

UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC): Contributing to a total of three MLAs in the Education programme. Expected result: Research, planning, management, evaluation training and policy-making activities supported by regional networks and cooperation agreements reached among institutions of higher education at the subregional and regional levels.

Some results achieved: Indicators of the Digital Observatory show the publication of 62 digital bulletins, a steady increase in the number of recipients and at the end of 2003 the incorporation of 27,694 contacts with directors of non-governmental organizations, higher education institutions and associations into the IESALC's Network. Further, the Latin-American Accreditation Agencies Network was created. IESALC also promoted the creation of a Network of Macro Universities that formed a platform of 29 universities, representing more than 14% of the enrolment of higher education in the region.

UNESCO International Institute for Capacity-Building in Africa (IICBA): Contributing to a total of eight MLAs in the Education Programme. Expected result: A network of associated institutions, which will be the main beneficiaries of IICBA's capacity-building programme.

Some results achieved: Some nine countries were selected; needs assessment surveys conducted; and a Teachers Education Network (TEN) and discussion board were launched on a pilot basis in four Ethiopian Teacher Education Institutions. Training on how to use the discussion board was conducted for 16 teacher educators. Further data was collected on the status of teacher education institutions in Africa in terms of curricula, staff profile, and ICT facilities among other details.

Cross-Cutting Theme 1: Eradication of poverty, especially extreme poverty: Project: Scientific, technical and vocational education for girls: schools as community catalysts for the empowerment of girls and poverty reduction. Expected result: Educational planners and teachers will have obtained advanced skills and knowledge through the appropriate training on the concepts, methods and applications in scientific, technical and vocational education. At least 200 girls will have completed the STV courses and proceeded to appropriate occupations.

Some results achieved: Alternative approaches to technical and vocational training delivery were established through partnerships between formal vocational schools and local NGOs as well as through mobilizing Community Learning Centres as facilitators of community-based skills training. Gender stereotyping in the content of skills training was successfully challenged by encouraging girls to take up skills in traditionally male-dominated domains (e.g. electronics, automotive repair, agriculture, etc.). Learning barriers were brought down by combining other complementary subjects such as reading, writing and mathematics as well as programmes to address other local needs such as basic health, safe water, and the environment.

Cross-Cutting Theme 2: The contribution of information and communications technologies to the development of education, science and culture and the construction of a knowledge society. Project: The application of remote sensing for integrated management of ecosystems and water resources in Africa. Expected result: Use of remotely sensed

data to produce sets of maps of extreme vulnerability to water resources, ecosystems, associated resources, for local people and decision-makers.

Some results achieved: *The production of the*

maps progressed well, and the project received funding from the European Commission and the African Development Bank to continue on to a second phase.

Lessons learnt, strengths and limitations

Lessons learnt: A major lesson learnt is that of the importance of working very closely with Member States.

Some strengths: A strength of the Education Programme has been its wide decentralization and presence in all the field offices. The first ever “Education General Assembly”, and the bidding process introduced contributed to the Sector sharpening its focus. The Sector’s work on prevention education in HIV/AIDS demonstrates major strengths. The Sector encouraged and enhanced prevention education policies concerning HIV/AIDS mostly with support from UNAIDS. Using a school health approach, activities focused on advocacy and capacity development, covering such areas as: the impact of HIV/AIDS on education systems, policies and strategies, life skills education, gender and culture sensitive curricula and training and capacity-building. The modalities ranged from research to the preparation of training modules, on the basis

of networking, clearing houses, etc., targeting in- and out-of-school children and youth.

Prevention education: Prevention education policies concerning HIV/AIDS were encouraged and the inclusion of HIV/AIDS prevention in national EFA plans was promoted. Education stakeholders were better informed as a result of the Clearing House Services that collected the most recent documents and research on HIV/AIDS and made them widely available. An external Evaluation of UNESCO’s Response to HIV/AIDS (170 EX/14) identified several achievements and challenges, which served to inform the further development of UNESCO’s response – including the Global Initiative recently launched by the Director-General.

Some limitations: One challenge observed was Member States’ apparent preference that the education posts in the field be increasingly filled by senior professionals able to advise ministers and senior officials on policy and strategy matters.

Background

Major issues: As stressed in the World Conference of Science (WCS, Budapest, 1999), science has to be seen in a societal context that meets needs and aspirations of the developing world. In the wider perspective of the natural sciences in UNESCO, new domains in the fields of ethics, post-conflict situations, and science in the context of peace-building and peace-maintenance have emerged. The 31st session of the General Conference, in approving the Programme and Budget (31 C/5), highlighted the special emphasis on Africa, the least developed countries, women and youth. The geographic focus in the Natural Sciences Sector has significantly turned towards Africa, Small Island Developing States (SIDS) and the Millennium Development Goals, especially the eradication of poverty.

Major international events: Important programme activities in the Sector were shaped by

major international events of direct relevance to the work of the Organization. The activities include both preparatory work for UNESCO's involvement and participation in the events, and the necessary follow-up actions emanating from the events. The major events included:

- The International Year of Mountains (2002);
- The International Conference on Financing for Development (Monterrey, 2002);
- The World Summit on Sustainable Development (WSSD, Johannesburg, 2002);
- World Science Day for Peace and Development, 2002-2003;
- The International Year of Freshwater (2003);
- The Third World Water Forum (Kyoto 2003);
- The World Parks Congress (Durban, 2003); and
- The Earth Observation Summit (Washington 2003).

Adopted strategies

Complexity and multifaceted nature of issues: Given the complexity and the multifaceted nature of the issues to be addressed by science, the overall strategy embodied focus (concentrating on the needs from Member States), the mobilization of multiple stakeholders (partnerships), and the utilization of multi-/intersectoral collaboration and multi-/interdisciplinary approaches to science (promotion).

Needs of Member States: The Sector embarked on extensive regional consultations to determine and analyse needs of Member States ("needs assessment"), and translate these into programme activities.

Some results achieved with consultations: Through the regional consultations, Member States' needs were articulated and to directly address the needs, 41% of the Science budget from

the regular programme was decentralized to the field (including CCTs).

Partnerships: Relevant partnerships, both external and internal, were forged to facilitate effective programme delivery.

Some results achieved in partnerships: Successful partnerships included those with several United Nations agencies, international NGOs, collaborative work with the Intergovernmental Programmes, i.e. the International Hydrological Programme (IHP), Man and the Biosphere (MAB) Programme, Intergovernmental Oceanographic Commission (IOC), and International Geological Correlation Programme (IGCP, since renamed the International Geoscience Programme), work with UNESCO Institutes, and the networks of international and regional Centres jointly working with UNESCO to expand the reach in programme

delivery. One example of an external partnership is that of UNESCO's collaboration with UNEP, 17 Range States, and several NGOs in the Great Apes Survival Project (GRASP) aiming to combat threats of imminent extinction of the Great Apes. Internal partnerships include joint MLAs with the Education Sector (science education) and with the Culture Sector (biological and cultural diversity). IHE Delft in the Netherlands officially became UNESCO-IHE, thus effectively extending and expanding the Sector's capacity-building scope in water management and water sciences. Further cases of successful partnerships are given in the full C/3 document.

Promotional efforts: Major efforts were devoted to promoting:

- Cooperation and networking in science and technology to facilitate exchange and transfer of scientific and technological knowledge;
- Cooperation between Member States on issues relating to science and technology;
- Formulation of science and technology policies with emphasis on Africa; and
- Science and technology for poverty reduction and sustainable development in such areas as engineering and renewable energy sources.

The above strategies were implemented through various meetings (conferences, expert working group meetings, consultations), training workshops and courses, advisory missions, research and development projects, and the publication (in paper and e-format) and dissemination of information on and in science and technology.

Some results achieved in promotion: *With regards to promoting cooperation between Member States, several successes were recorded during the biennium. These include: the SIMDAS Project (Sustainable Integrated Management and Development of Arid and Semi-arid Regions of Southern Africa, a follow-up to WSSD) involving the 14 Member States of the Southern Africa Development Community (SADC). The project builds on a large-scale plan dealing with water interactions, ecosystem protection and management, energy resources and health issues and their impact on sustainable development. A second case of success concerned the UNESCO-MAB regional project on "Strengthening scientific and technical capacities for effective management*

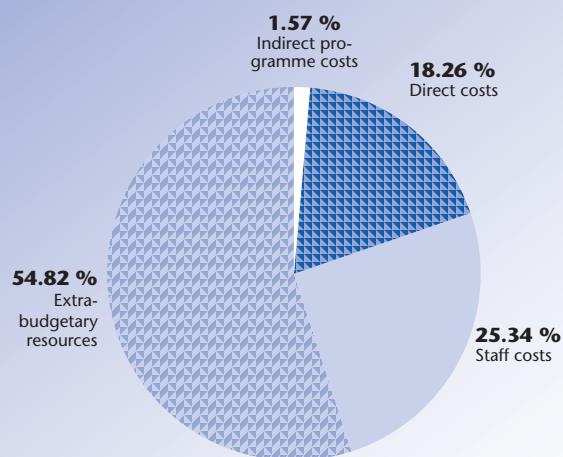
and sustainable use of biological diversity in dry land biosphere reserves of West Africa", for which a total of some \$6.4 million (\$4 million co-financing and \$2.4 million from the GEF) was mobilized for the period 2003-2007.

Operational inputs and outputs: In order to implement the above strategies in managing for results, the Sector made use of the following (note: this information is as inclusive as possible, with some reporting overlap due to differing definitions – e.g. for "regional consultation" and "promotional activity"):

- Regular programme budget: US \$22,781,083;
- Extrabudgetary funds mobilized amounted to some US \$103,808,134 (including voluntary contributions to ICTP, TWAS and IOC);
- Staffing: 125 at Headquarters, 40 in field offices, 144 in institutes (mainly ICTP; not including IHE). In addition, 325 consultants (of which 257 for ICTP), three staff on secondment and 51 interns were engaged;
- Several new partnerships (Type II) were established and related agreements formally signed during the biennium, as a follow-up of the WSSD Johannesburg Summit bringing the total number of partnerships operational in the Sector to over 30;
- Several regional consultations were held under the intergovernmental programmes (IGCP, IHP, IOC and MAB). Furthermore since 2003, regional consultation meetings have been held in each geographical region by regional SC offices;
- Many meetings, seminars, workshops and conferences were held, and several promotional activities including high-level briefings with senior representatives from Member States and delegations, for programme activities, especially those related to priority areas such as water and associated ecosystems (including WWAP, WSSD, NEPAD).

In terms of deliverables, the Sector was responsible for some 250 conventions, conferences, training seminars, workshops, round tables and expert group meetings, and 150 publications, toolkits and manuals and policy briefs (in print and e-format).

Distribution of total expenditure SC



Extrabudgetary resources: Funds outside the mandatory contributions from Member States.

Staff costs: Costs for permanent staff/established posts.

Direct costs: Costs for implementing activities in the programmes.

Indirect costs: Costs that are not linked to specific activities.

Expected results and results achieved

Programme coverage in the Science Sector: The Science Major Programme is distributed over seven subprogrammes and two Cross-Cutting Themes, divided into 15 Main Lines of Actions (MLAs) plus seven sets of cross-cutting projects. Coverage includes work in the principal priority area of water, basic sciences, ecological sciences, earth sciences, ocean sciences and services, coastal regions and small islands, and cross-cutting aspects with the employment of science for poverty alleviation, and the use of Information and Communication Technologies (ICTs). The results presented in the following section relate to MLA 1 from each subprogramme; reference to CCT projects only includes information for one project each of the two CCT themes.

Subprogramme II.1.1: Follow-up to the World Conference on Science: Policy-making and Science Education. Expected result: Strengthened capacity of Member States, intergovernmental organizations and non-governmental partners to respond to the recommendations of the World Conference on Science through the exchange of information on experiences and best practices, the publication of the *WCS Newsletter*, and the diffusion of an analytical report on WCS follow-up.

Some results achieved: *Overall, Member States were assisted in formulating their National Science and Technology Policies and Strategies. Member States in which such results were achieved include: Burundi, Dominican Republic and Peru. An Outline Plan of Action in S&T for Africa was completed working with NEPAD. The World Science Forum was held in Budapest from 8 to 10 November 2003, and the World Academy of Young Scientists was established, underlining the commitment for greater involvement of younger generation of scientists in the Forum.*

Subprogramme II.1.2: Science and Technology Capacity-Building. MLA 1: Capacity-building in mathematics, physics and chemistry. Expected result: Enhanced capacity in theoretical physics and mathematics, and in various branches of chemistry, especially in water and green chemistry, through the training of 3,200 scientists and 600 specialists.

Some results achieved: *Over 5,000 researchers, university teachers, young scientists and women scientists participated in advanced training courses, workshops, research projects, or received fellowships or grants for their work at Centres of*

Excellence in science. These beneficiaries were from every region of the world, particularly from the least developed countries.

Subprogramme II.2.1: Water interactions: systems at risks and social challenges; MLA 1: Water resources and related ecosystems: assessments and sustainable management on different scales. Expected result: Improvement in integrated management and the status of the assessment of the world water resources by enhancing the information available to stakeholders, developing improved methodologies as well as contributing to the publication of the first *World Water Development Report*.

Some results achieved: *A major result obtained here is that of the first World Water Development Report, a document that has already become standard reference material for policy-makers not only in the water sector, but also in overall development. A second example is the success of the FRIEND (Flow Regimes for International Experimental Network Data) programme now involving more than 100 national and regional institutions worldwide utilizing databases and methodologies developed within the programme.*

Subprogramme II.2.2: Ecological sciences; MLA 1: Biosphere reserves: the ecosystem approach in action. Expected result: Established biosphere reserves as the key implementation mechanism of the ecosystem approach.

Some results achieved: *In the period 2002-2003, the World Network of Biosphere Reserves grew by 36 to 447 sites in 97 countries. The first trans-boundary site in Africa at the “W” Region (Benin, Burkina Faso and Niger) was designated.*

Subprogramme II.2.3: Cooperation in earth science and natural hazards reduction; MLA 1: International cooperation in earth sciences. Expected result: Knowledge about the earth’s crust processes increased through multidisciplinary and multinational projects related to global groundwater assessment, palaeo-ecosystem analysis (climate change, desertification), geo-environmental management, geohazard studies on mountains (landslides) and coastal regions (tsunamis, in cooperation with IOC), as well as the investigation of the dynamics, origin and genesis of the earth’s crust.

Some results achieved: *The networks of geological information systems in Africa (PANGIS) as*

well as in Asia (SANGIS) initiated the translation from individual projects into a dynamic network of geodata handling for the benefit of socio-economic development planning.

Subprogramme II.2.4: Towards sustainable living in coastal regions and on small islands; MLA 1: Enhancing sustainable living in coastal regions and on small islands: mainstreaming integrated approaches and intersectoral cooperation. Expected result: Equitable and integrated (sustainable) management of coastal and small island resources improved through the development of conceptual frameworks and interlinked field projects for sustainable coastal and small island living and the development and trial implementation of a set of wise practices, guidelines and principles, including elements of an ethical code of practice for equitable sharing of resources.

Some results achieved: *A conceptual framework for equitable and sustainable management – including elements of an ethical code of practice – was developed, through a bottom-up approach and by creating political will. This framework has been successfully used in several countries.*

Subprogramme II.2.5: UNESCO Intergovernmental Oceanographic Commission; MLA 1: Reducing scientific uncertainties about coastal and global ocean processes in the context of marine ecosystems. Expected results: Gaps and weak links identified in the present carbon cycle observation system, and scientific solutions for filling these gaps developed. Progress was made in the production of a comprehensive review and scientific framework for the use of environmental indices to help hindcast/nowcast and forecast changes in the abundance and distribution of pelagic fish in selected areas. IOC continued to be the major international contributor to enhancement of regional and national capacity to better manage harmful algal events.

Some results achieved: *Guidelines for the Transfer of Marine Technology, in the context of helping with the implementation of a critical part of the United Nations Convention on the Law of the Sea (UNCLOS), were produced and disseminated. Also, through Resolution IOC/XXII-6, the 22nd Assembly approved the IOC Data Exchange Policy. Of additional interest here is the reference to UNESCO as “an honest broker between demand for ocean technology and the supply of that technology”.*

Cross-Cutting Theme 1: Eradication of poverty, especially extreme poverty: Project: Local and Indigenous Knowledge Systems (LINKS) in a global society. Expected result: Indigenous knowledge mobilized in partnership with local communities and scientists for the sustainable use and equitable governance of natural resources.

Some results achieved: LINKS continued its efforts to place marginalized rural communities at the heart of sustainable development and biodiversity conservation initiatives by emphasizing the need to recognize and integrate indigenous knowledge, practice and worldviews. Within a field project in the Bosawas Biosphere Reserve (Nicaragua) a formal agreement was reached with the indigenous (Miskito-Mayagna) Kunaspawa Association to focus a first phase of LINKS activities on the traditional ecological knowledge of the Mayagna communities of Lakus River.

Cross-Cutting Theme 2: The contribution of information and communications technologies to the development of education, science and culture and the construction of a knowledge society; Project: Small Islands' Voice. Expected result: Increased awareness and understanding about environment and development issues in small islands and worldwide.

Some results achieved: The project initiated innovative on-the-ground exchanges on priority concerns in a dozen small islands developing States in the Caribbean, the Indian Ocean and the Pacific. The general public in many more islands States actively participated in Internet discussions (www.sivglobal.org). A youth visioning process was started in view of the major intergenerational component of sustainable island living and development.

Lessons learnt, strengths and limitations

Lessons learnt and strengths: Possibly the most widely applicable lesson learnt is that of the relevance of partnerships. The representation in Member States of the intergovernmental and international programmes of the Natural Sciences Sector, viz. the IGCP, IHP, IOC, and MAB, through National Commissions and their respective committees, has helped to cope with staffing shortages. Moreover, centres in the field, such as the different water centres, facilitated programme delivery. Partnerships concurrently constitute major strengths of the Sector. The consultations with Member States identified needs which far exceed the available resources for addressing these needs. Major external evaluations of both the IHP and the IGCP programmes (170 EX/14 and 169 EX/22) identified various achievements and challenges associated with

the programmes. The actions sanctioned by the Director-General as a result of the evaluations include: the examination of ways to improve the working relationships of their respective National Committees.

Limitations: Limitations continue to be present in the form of limited resources, both human and financial. The Sector thus stepped up its efforts to mobilize extrabudgetary funding and is currently exploring possibilities for strengthening its human resources through established approaches such as Associate Experts and Young Professionals. Furthermore, consideration is being given to approaches involving the secondment of staff through various arrangements.

Major Programme III

Social and human sciences, SHS

Background

Major issues: The years 2002-2003 constituted a period of change and consolidation in the programme of the Sector of Social and Human Sciences. Restructuring was initiated early in the biennium and continued throughout the period. The mandates of the different divisions and sections were clarified through a series of consultations within the Sector, with other parts of the Organization and with partners. Resulting from this was an organizational structure of SHS that better focuses programme activities within each division around three or four thematic areas, instead of a scatter of activities, as was the tendency in the past. UNESCO's ethical and standard-setting missions were accommodated under the activities of ethics of science and technology and bioethics, the promotion of human rights and the struggle against discrimination, social transformations and development, and social science research, training and knowledge-sharing, emphasizing research-policy linkages.

Major international events: The Sector was involved in several major international events of direct relevance to the work of the Organization. The activities include both preparatory work for UNESCO's involvement and participation in the events, and the necessary follow-up actions

emanating from the events. The major events included:

- The World Forum of UNITWIN/UNESCO Chairs (UNESCO Headquarters, 13-15 November 2002);
- UNESCO also contributed to two regional consultations organized by the Anti-Discrimination Unit of OHCHR on the follow-up to Durban, at Mexico City in July 2002 and at Nairobi in September 2002;
- Workshop on "Implementation of the Third Decade for Action to Combat Racism and Racial Discrimination: Development of a publication to combat racism and foster tolerance" organized jointly with OHCHR in February 2003;
- The third International Colloquium on French-language feminist studies (Toulouse, France, 17-22 September, 2002);
- Meetings of International Bioethics Committee (IBC) and of the Intergovernmental Bioethics Committee (IGBC);
- International Conference on Bioethics in Central and Eastern Europe (Vilnius, 2002) and of the Round Table of Ministers of Science on Bioethics (Paris, 2003);
- COMEST third session in Rio de Janeiro;
- The Philosophy Day at UNESCO; and
- Latin America and Caribbean Meeting of Ministers of Social Development (Chile, 2003).

Adopted strategies

Overall strategies: Overall, the strategy adopted by the Sector covered programme focus to achieve relevance and credibility, a consultative management process, and the mobilization of multiple stakeholders (partnerships).

Programme focus: SHS embarked in its restructuring mission via extensive development of international and regional strategies for all the

five regions where the Sector operates. Thus, the SHS programme concentrated on ethics, human rights, philosophy, poverty eradication, prospective studies and social transformation. The evaluation of the first eight-year phase (1994-2001) of the MOST programme led to a complete reorientation of this flagship initiative of the Sector in its second phase for the 32 C/5 period and beyond, specifically placing a greater emphasis on research-policy linkages.

Some results achieved *in programme focus*: The focus had enabled the Sector identify the profile and location of its staff both at Headquarters and in the field, thus contributing to a significant decentralization rate of both its staff and budget (estimated at 42% and 44%, respectively, in document 32 C/5). The approval by the General Conference of the UNESCO Strategy on Human Rights (32 C/57) and of the UNESCO Integrated Strategy to Combat Racism, Discrimination, Xenophobia and Related Intolerance (32 C/13) are further examples of the successes under programme focus.

A consultative management process: A consultative management process, consisting of periodic programme reviews by ADG/SHS and the staff of the Sector and retreats were initiated. In these meetings were discussed the needs in the various regions, the thematic and other priorities, and the Sector's activities and modes of operation were agreed on.

Some results achieved *through the consultative management process*: All the Professional staff from Headquarters and the field attended the meetings and involved directors and heads of field offices closely associated in the delivery of the SHS programme. The meetings were useful in implementing the Sector's overall strategy and contributed to the attainment of the strategic objectives set out in documents 31 C/4 and 31 C/5.

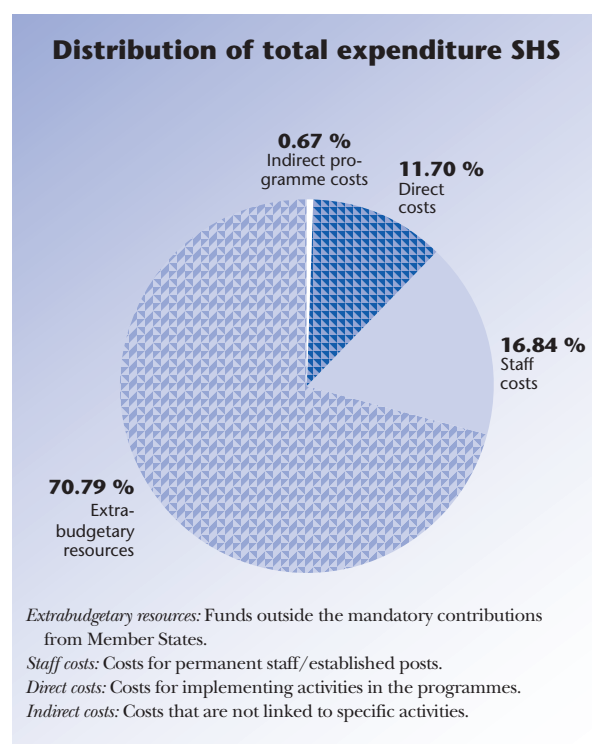
Partnerships: There was manifestation of good inter-agency partnerships, stakeholder cooperation, for instance with National Commissions, NGOs and the wider body of civil society organizations, and collaboration with other Sectors in a wide range of actions implemented by the Sector.

Some results achieved *in partnerships*: UNESCO served with WHO, other United Nations agencies and international organizations in the United Nations Inter-Agency Group on Bioethics, as the Permanent Secretariat. Collaborative work led to the development of the philosophy programme, culminating in the celebration of Philosophy Day at UNESCO, launched in 2002, and now celebrated annually both at Headquarters and in scores of Member States around the world.

Operational inputs and outputs: In order to implement the above strategies in managing for results, the Sector made use of the following:

- Regular programme budget: \$28,582,200 (including \$17,155,600 staff cost);
- Extrabudgetary funds mobilized amounted to some \$25 million;
- Staffing: 90 at Headquarters and 18 in the field offices. In addition 14 consultants and 10 interns were engaged;
- Four new partnership agreements were formally signed;
- A total of some 84 promotional activities involving round table meetings, seminars, and high-level briefings with heads of State, ministers and delegations, were held.

In terms of deliverables, some 150 publications in print and e-format, eight issues of the *International Social Sciences Journal*, three issues of the SHS Newsletter, three CD-ROMs, two videos, two tool kits and manuals, and one policy brief were produced by the Sector.



Expected results and results achieved

Programme coverage in the Social and Human Sciences (SHS) Sector: The SHS Major Programme is distributed over three programmes and two Cross-Cutting Themes, divided into seven Main Lines of Actions (MLAs) plus nine sets of cross-cutting projects. SHS did not employ the programming level of “subprogrammes” in its programme design. Coverage includes: Ethics of science and technology (Programme III.1), Promotion of human rights, peace and democratic principles (Programme III.2), Improvement of policies relating to social transformations and promotion of anticipation and prospective studies (Programme III.3), and cross-cutting aspects of the SHS role in poverty alleviation, and the use of information and communication technologies (ICTs) as a tool to support local governance. The results presented in the following sections relate to MLA 1 from each programme; reference to CCT projects includes information for the first project the CCT theme on poverty alleviation.

Programme III.1: Ethics of science and technology. MLA 1: Ethics of science and technology and bioethics. Expected result: Ethical reflection on scientific knowledge and technology at national, regional and global levels enhanced, based on respect for human rights and freedoms and interests of society and future generations.

Some Results achieved: *Work within the purview of the International Bioethics Committee (IBC), for instance, led to the unanimous adoption by acclamation by the General Conference at its 32nd session of the International Declaration on Human Genetic Data.*

Programme III.2: Promotion of human rights, peace and democratic principles. MLA 1: Promotion of human rights and the struggle against discrimination. Expected result: Awareness of human rights standards and procedures increased through dissemination of information and research results. Acceptance promoted in the principles of universality, indivisibility and interdependence of all human rights through education, exchange of information and good practices.

Some results achieved: *The UNESCO Strategy on Human Rights (32 C/57) and the UNESCO Integrated Strategy to Combat Racism, Discrimi-*

nation, Xenophobia and Related Intolerance (32 C/13) were adopted at the 32nd session of the General Conference. Interaction with the United Nations system was significantly strengthened and a Memorandum of Understanding was signed between UNESCO and OHCHR in February 2003. A number of publications and information materials were issued, including the third volume of the manual on human rights for universities Human Rights: International Protection, Monitoring, Enforcement and A Guide to Human Rights. “Good practices” in the field of human rights education have been acknowledged through the awarding of the UNESCO Prize for Human Rights Education to Academia Mexicana de Derechos Humanos. The award ceremony took place in Mexico City, Mexico on 27 February 2003 and received wide media coverage both nationally and regionally. Moreover, the Prize now has a trophy created by the Japanese artist Toshimi Ishii. A UNESCO Chair in Human Rights was created at the American University in Cairo, Egypt, in June 2002. Actions in favour of promoting the ideals of tolerance and mutual understanding were also acknowledged through the awarding of the UNESCO-Madanjeet Singh Prize for the Promotion of Tolerance and Non-Violence to Aung San Suu Kyi, in 2002.

Programme III.3: Improvement of policies relating to social transformations and promotion of anticipation and prospective studies. MLA 1: Social transformations and development. Expected result: Improved policy-making on social issues such as international migration and multiculturalism, urban development and governance through the provision of scientific analysis, empirical evidence and policy recommendations to policy-makers and other stakeholders.

Some results achieved: *The MOST programme was particularly successful in bringing large networks together in all regions of the world, and some 110 Member States participated actively in the programme. The clearing house recorded over 2 million visits per year. The programme concentrated particularly on policy-research linkages. An external evaluation of the Small Historic Coastal Cities (SHCC) initiative under MOST found that public debate opened within municipalities involved in the initiative led in part to the re-formulation or cancellation of several urban development projects that could*

have worsened the deteriorating conditions in the cities concerned.

Cross-Cutting Theme 1: Eradication of poverty, especially extreme poverty: Project: Eradicating poverty through social integration of marginalized homeless young people in urban areas of the Commonwealth of Independent States.

Expected result: NGO staff and social workers trained to deal with different groups of marginalized young people.

Some results achieved: *Advocacy Campaign on Poverty Eradication commissioned research and convened a series of seven topical expert seminars on poverty and human rights violation which has served to shape broad academic and policy debate and analysis.*

Lessons learnt, strengths and limitations

Some lessons learnt: Major lessons learnt include the appreciation of the need for focus in the activities undertaken by the Sector and the fact that in cases where intersectoral cooperation has worked, this contributed significantly to the achievement of results. Further, with regards to cross-cutting projects, the experience of developing constructive partnerships has been very positive for individual projects. Most have operated on very little funding and have therefore been compelled to develop strong partnerships. Doing so has often raised the question of what UNESCO brings to an anti-poverty initiative and generally helped to focus and clarify the projects themselves.

Some strengths: The strength of the SHS programme lies in its mandate in that the work of the social sciences in UNESCO is to find out “what is” (by promoting sound empirical social science research), to know “what could be” (by promoting foresight), and to be able to say “what should be” (standard setting activity). As such, the programme has multiple areas of synergy with all the other UNESCO programmes. Overall, major achievements include: the successful re-launching of the International Centre for Human Sciences at Byblos, Lebanon, with the appointment of a new director and the adoption of a new programme of work. An international strategy on democracy to be implemented by the Centre was adopted by the 167th session of the

Executive Board. Also, the 32nd session of the General Conference adopted the UNESCO strategy on Human Rights (32 C/57) and the UNESCO Integrated Strategy to Combat Racism, Discrimination, Xenophobia and Related Intolerance (32 C/13). A third session of the World Commission on Ethics of Scientific Knowledge and Technology (COMEST), held in Brazil, came up with the Rio Declaration on Ethics in Science and Technology and signify a successful starting point for new regional emphasis to promote the international debate on ethics science and technology. The Sector initiated preparations for the World Forum on Human Rights to be organized in Nantes, France, (16-19 May 2004), by the City of Nantes in partnership with the French National Commission for UNESCO. The three major themes of the Forum are: Human Rights and Terrorism; New Forms of Discrimination and Human Rights; and Poverty as a Violation of Human Rights.

Some limitations: Limitations observed by the Sector, included: (1) That the absence of a coherent strategy within which cross-cutting projects were to function limited the chances of success; (2) that the inconsistent level of priority placed on CCT projects across sectors and divisions often forced CCT projects to compete with the pressing demands of core programmes; and (3) that coordination with UNESCO field offices proved to be a major challenge for CCT project implementation.

Background

Major issues: The United Nations General Assembly, on 21 November 2001, adopted resolution 56/8 proclaiming 2002 as the United Nations Year for Cultural Heritage and invited UNESCO to serve as lead agency for the Year. The Culture Sector accordingly based its activities on the two principal pillars of “dialogue” and “development” in order to focus international commitment to the cultural heritage cause. Pilot activities in this regard addressed the educational, environmental and informational dimensions of safeguarding cultural heritage and enhancing intersectoral cooperation in-house.

Major international events: The Sector was involved in several major international events of direct relevance to the work of the Organization. The activities include both preparatory work for UNESCO’s involvement and participation in

the events, and the necessary follow-up actions emanating from the events. The major events included:

- The World Forum of UNITWIN/UNESCO Chairs (UNESCO Headquarters, 13-15 November 2002);
- The international Congress entitled World Heritage 2002: Shared Legacy, Common Responsibility, Venice (14-16 November 2002) celebrated the thirtieth anniversary of the World Heritage Convention of 1972;
- The World Summit of Sustainable Development (Johannesburg, August-September 2002);
- The Conference Stockholm+5 (May 2003);
- The International Congress for Culture and Development (June 2003);
- The World Summit of the Information Society (December 2003);
- The active preparation of the Universal Forum of Cultures (Barcelona 2004).

Adopted strategies

Overall strategies: Overall, the strategy adopted by the Sector was characterized by efforts towards awareness-building in UNESCO Member States, the international community at large, and the United Nations system of the role of cultural diversity as a lever of sustainable development and social cohesion. This was achieved through: (i) enhancing the diversity and representation of cultural heritage (enhancing diversity); (ii) the safeguarding of cultural heritage, with special attention to post-conflict situations, and the promotion of intercultural dialogue and of the principles enshrined in the UNESCO Universal Declaration on Cultural Diversity (Safeguarding cultural heritage and intercultural dialogue); and (iii) the development of cultural industries (cultural industries). Finally, partnerships played a central role in the overall strategies adopted by the Sector.

Enhancing diversity: This strategy was aimed at enhancing the diversity and representation of cultural heritage in all its forms – whether cultural, natural and/or intangible. The trends towards cultural homogenization witnessed in so many facets of life today can present a threat to the survival of unique forms of cultural expression. The disappearance of this heritage diminishes cultural diversity worldwide. The specific nature of intangible cultural heritage covers the most fundamental, yet vulnerable aspects of living culture and tradition, often embodied in the spiritual life, knowledge, skills and processes of an individual or a community. It was therefore UNESCO’s duty to alert the public to the importance of this heritage and to encourage Member States to draw up inventories of it, protect it and revitalize it.

Some results achieved in enhancing diversity: In September 2002, UNESCO organized the third

Round Table of Ministers of Culture on Intangible Cultural Heritage – a Mirror of Diversity in Istanbul. At the generous invitation of the Turkish authorities, representatives of 110 countries, including 71 Ministers of Culture, attended the meeting. The Istanbul Declaration was adopted and the idea of drafting a Convention for the Safeguarding of Intangible Cultural Heritage endorsed. The Convention was later drafted and the UNESCO Convention on the safeguarding of the intangible cultural heritage was unanimously adopted in October 2003, thus complementing the World Heritage Convention of 1972, which is for tangible cultural and natural heritage.

Safeguarding cultural heritage: Cultural heritage is increasingly targeted as the embodiment of collective memory when conflicts or outbreaks of intolerance occur. Intercultural dialogue holds a key position in the international political agenda, hence the importance of the cultural component in the international fight against manifestations of intolerance and its most extreme forms, including terrorism. Heritage can become a prime target, especially in intra-State conflicts for reasons of symbolism, identity, misunderstanding and rejection. UNESCO, through its standard-setting action carried out in parallel with its operational action, has endeavoured to alert decision-makers to the compelling need to ratify existing international instruments, such as the Hague Convention for the Protection of Cultural Property in the Event of Armed Conflict (1954) as in the case of Afghanistan or Iraq. The strategy highlighted the role of cultural heritage in preserving and rebuilding peace after civil strife or armed conflict.

Some results achieved in safeguarding cultural heritage and intercultural dialogue: UNESCO Member States adopted the UNESCO Declaration concerning the Intentional Destruction of Cultural Heritage at the 32nd session of the General Conference in October 2003. UNESCO brought together warring parties and populations concerned to encourage them to resume inter-community dialogue through the reconstruction of their heritage such as in Bosnia and Herzegovina and Kosovo. Following the destruction of the Buddhas of Bamiyan by the Taliban in March 2001, the Organization was faced with the challenge of responding to the international community's outcry with countless appeals and messages directed at the media, while simultaneously organizing complex missions to Afghanistan. It coordinated all international and bilateral activities to safeguard the cultural heritage of Afghanistan,

as requested by the Afghan authorities and the Member States, involving, inter alia, the functioning of the International Coordination Committee, as well as the secretariat of the cultural heritage, media and sports programme entrusted to it by UNAMA and the Afghan Interim Administration. Similarly, UNESCO's Executive Board adopted the Statutes of the ICC for the safeguarding and rehabilitation of the Iraqi cultural heritage in the fall of 2003. Meanwhile, the adoption in December 2002, by the General Assembly of the United Nations, of the Resolution proclaiming 2004 the International Year to Commemorate the Struggle against Slavery and its Abolition gave new impetus to the Slave Route project.

Arts, crafts and cultural industries: UNESCO is committed to the concept that culture is a pillar of sustainable development. Focusing on the whole creative chain, the strategy has concentrated on promoting the diversity of cultural offerings and ensuring that contemporary creators and artists continue shaping today the cultural heritage of tomorrow. Acknowledging the specificity of cultural goods and services as vectors of collective identity and vehicles for cultural expressions while possessing at the same time economic and commercial value, activities for the development of creative cultural industries were directed at the promotion of cultural diversity.

Some results achieved in arts, crafts and cultural industries: Three workshops on "Artists in Development" have concluded this successful project launched in 1999. The Digi-Arts initiative in cooperation with the Communication and Information Sector, launched in 2002, developed a unique virtual space connecting digital artists, scientists and creators worldwide. The Clearinghouse for Literary Translation was launched, as well as the International Observatory on the Status of the Artist for progress in the field of social protection of artists worldwide. Design 21 was also extended to another programme, Tribute 21, a framework in which a training centre for artistic activities for underprivileged children in Afghanistan was established; traditional crafts as a window to job opportunities for the poorest youth, aimed at providing disadvantaged children and youth with skills in traditional crafts in selected countries in the Caribbean. Cultural policies and sectoral policies have been developed; the struggle against poverty and the preservation of cultural and natural heritage have been successfully integrated into the agenda for the sustainable development of tourism in the Sahara

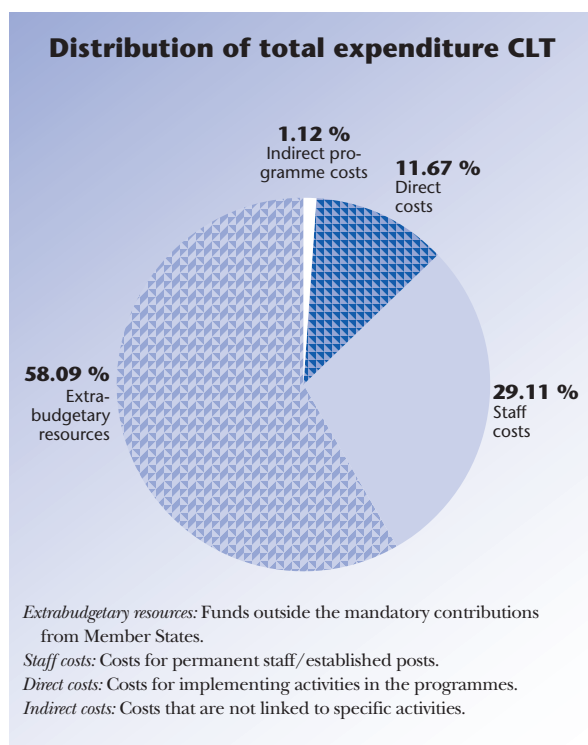
region within the Sahara of cultures and people (CCT project).

Partnerships: The UNESCO Global Alliance for Cultural Diversity was launched in 2002. Its overriding aim is to sustain diversity in cultural goods and services, hand-in-hand with economic development and copyright enforcement. On the basis of strategic public/private partnerships, the Alliance reached 150 partners and initiated 20 pilot projects (book and music industries, crafts, copyright enforcement and anti-piracy measures) in the five continents. The World Heritage Partnerships Initiative was launched for an initial period from 2002 to 2007 following the same principle.

Operational inputs: In order to implement the above strategies in managing for results, the Sector made use of the following:

- Regular programme budget;
- Extrabudgetary funds mobilized amounted to some \$62,000,000;
- Staffing: 144 at Headquarters, 32 in field offices, and none in institutes. In addition, 180 consultants and 450 interns were engaged;
- Some 246 new partnerships agreements were formally signed during the biennium, bringing the total number of partnerships operational in the Sector to over 300;

- 35 regional consultations were held, in Asia and the Pacific, Latin America and the Caribbean, Africa, the Arab States and Europe;
- Many promotional activities involving round table meetings, seminars, and high-level briefings with heads of State, ministers, and delegations, were held.



Expected results and results achieved

Programme coverage in the Sector: The CLT Major Programme is distributed over three programmes, and the Cross-Cutting Theme on poverty alleviation reinforcing normative action in the field of culture, protecting cultural pluralism and intercultural dialogue, and strengthening links between culture and development. The three programmes are in turn made up of four subprogrammes, giving a total of 12 Main Lines of Actions (MLAs). In addition, there are five sets of cross-cutting projects. Subprogramme IV.1.1, promotion of the Convention for the Protection of the World Cultural and Natural Heritage is not broken down into MLAs, while Programme IV.3 is not divided into subprogrammes, but rather has three MLAs. The results presented in the following sections relate to Subprogramme IV.1.1 and to MLA 1 from each of Subprogrammes IV.1.2, IV.2.1, IV.2.2, and Programme IV.3; refer-

ence to CCT projects only includes information for one project each of the two CCT themes.

Subprogramme IV.1.1: Promotion of the Convention for the Protection of the World Cultural and Natural Heritage. Expected result: Operational Guidelines for the implementation of the World Heritage Convention revised, the World Heritage statutory meeting cycle reformed and new strategic orientations for the World Heritage Committee developed.

Some results achieved: *The revised Guidelines in English were submitted to the Chairperson of the 27th session of the World Heritage Committee for approval. The statutory cycle was successfully reformed at its 26th session. The Budapest Declaration on World Heritage (2002) provided a strategic framework for action by States Parties*

for the future implementation of the Convention, based on Credibility, Conservation, Capacity-Building, and Communication – the so called 4Cs. The Congress World Heritage 2002: Shared Legacy, Common Responsibility (Venice, 2002) marked the thirtieth anniversary of the World Heritage Convention and gathered more than 600 participants from all over the world.

Subprogramme IV.1.2: Meeting new demands in the areas of standard-setting. MLA 1: Draft Convention Concerning the Protection of the Underwater Cultural Heritage. Expected result: Entry into force of the Underwater Cultural Heritage Convention promoted with a view to obtaining 20 national instruments of ratification before the end of 2003.

Some results achieved: *Following the adoption of the Convention, the Secretariat organized the following three UNESCO regional seminars: the Americas Conference (Kingston, Jamaica, June 2002); the Southern and Eastern Africa Conference (Maputo, Mozambique, May 2003) and the Asia-Pacific Regional Workshop (Hong Kong, November 2003). To date, the Convention has not yet entered into force since only two States – Bulgaria and Panama – have been signatories.*

Subprogramme IV.2.1: Safeguarding and revitalization of the tangible and intangible cultural heritage. MLA 1: Safeguarding the tangible cultural heritage. Expected result: Efforts continued to consolidate a culture of peace in situations of recent or continuing conflicts by (i) promoting inter-community protection of national monuments in Bosnia and Herzegovina and Kosovo, in the reconstruction of the Mostar bridge and surrounding historic buildings, in cooperation with the World Bank and the international community, the rehabilitation of historic centres and religious monuments in the Balkans; (ii) supporting activities of the Palestinian Antiquities Department, especially in Nablus, Hebron, Gaza and Jericho; and implementing further activities to benefit Jerusalem; and (iii) launching projects to restore sites affected by conflicts in Africa, Iraq, Afghanistan and Timor-Leste.

Some results achieved: *The Sector succeeded in raising extrabudgetary funds for its work in this area. International committees were successfully established to coordinate the work of restoration and preservation of tangible cultural heritage in Iraq, Afghanistan and Angkor.*

Subprogramme IV.2.2: Promoting of cultural pluralism and intercultural dialogue. MLA 1: Construction of cultural pluralism and strengthening of action in favour of indigenous peoples. Expected result: Member States were encouraged to formulate policies based on a better reflection of the links between diversity, pluralism and development by: (i) furthering the international debate of questions of cultural diversity through a reflection mechanism; (ii) establishing a corpus of best practices in cultural pluralism through the national institutions concerned and from expertise produced by the UNESCO Cities for Peace Network; (iii) sensitizing and rallying education systems and the media for the assets of cultural diversity with a view to revising curricula and media content (in cooperation with IBE, the Associated Schools Project and UNESCO Chairs and NGOs specializing in this field); (iv) progressing in understanding and clarifying the content of cultural rights as an integral part of human rights, in cooperation with SHS; and (v) acknowledging a multicultural citizenship respectful of indigenous identities through strengthening and expanding existing networks between indigenous communities and local and national institutions, research centres, universities, NGOs and indigenous representative bodies.

Some results achieved: *With the publication of a CD-ROM on Cultural Diversity and Indigenous Peoples, UNESCO has contributed to the acknowledgement of a multicultural citizenship respectful of indigenous identities. This CD-ROM is the result of an extraordinary exchange between numerous indigenous and non-indigenous authors, activists, researchers, artists and publishers who are dedicated to promoting awareness of indigenous cultures and safeguarding indigenous peoples' cultural identity. Efforts to strengthen partnerships with indigenous institutions and communities were reinforced through the invaluable contribution of UNESCO Goodwill Ambassadors and Artists for Peace belonging to indigenous communities.*

Programme IV.3: Strengthening links between culture and development. MLA 1: Assistance to Member States for the formulation of their cultural policies. Expected results: The role of culture in national policies and links between cultural diversity and development increasingly recognized.

Some results achieved: *A major achievement here was the creation of the Observatory of Cultural Policies in Africa in April 2002. Since*

then the Observatory has been active in (i) the Pan-African Cultural Congress; and (ii) providing technical assistance to countries in the region. A further result here is that building on the success in Africa, a feasibility study for the creation of a similar observatory in South-East Asia was undertaken.

Cross-Cutting Theme 1: Eradication of poverty, especially extreme poverty: Project: Development of cultural eco-tourism in mountainous regions in

selected developing countries. Expected result: Wise practices on mountain tourism identified for comparable areas.

Some results achieved: *Activities were directed at Eradication of poverty, especially extreme poverty through the development of cultural eco-tourism in mountainous regions in selected developing countries. Project activities included training local people as tour guides, establishing community-based home-stay accommodation, and training in the production of high-quality craft items.*

Lessons learnt, strengths and limitations

Lessons learnt: The overriding lesson learnt is that partnerships are clearly an effective vehicle for progressive cultural work, as the following list illustrates: a UNESCO-United Nations Foundation (UNF) – Conservation International (CI) tri-partite agreement worth US \$15 million; a Rapid Response Mechanism developed with Fauna and Flora International, UNF and IUCN to respond to threats to World Heritage natural sites and generate the initial capital needed for a fund that will support the mechanism's operations; an Agreement with the Grand Circle Foundation which pledges US \$100,000 per year to selected World Heritage properties over a five-year period; Agreement with Hewlett Packard to provide IT support and print facilities to the World Heritage Centre; Agreement with the Earthwatch Institute to place volunteers at World Heritage properties, initiate a fellowship programme in Africa, and develop a business skills transfer programme; and with Ecotourism Australia to develop innovative mechanisms to finance projects and activities to aid conservation and protection at natural and mixed World Heritage properties.

Some strengths: The strength of the Culture programme lies in the fundamental missions of UNESCO for the preservation and promotion of cultural diversity. Intangible cultural heritage is a melting pot of creativity and the mainspring of living cultures. Hence, action to promote this heritage has aimed to encourage all States, with the active cooperation of researchers, creators and custodians of culture, to identify more precisely the forms and items of cultural heritage, to raise awareness

of its value and highlight their responsibilities towards such heritage through legislative, institutional, educational, promotional and communication activities and, lastly, to mobilize the international community through the establishment of technical and financial mechanisms for cooperation and assistance. The Proclamation of Masterpieces of the Oral and Intangible Heritage of Humanity provided a great number of countries with an opportunity to demonstrate the richness of their heritage. The Sector continued its work with the World Heritage Convention, one of the most universally recognized international conventions. As of July 2003, the number of States Parties to the Convention totalled 176, and 754 sites were included on the World Heritage List, comprising 582 cultural, 149 natural and 23 mixed properties in 129 State Parties. As a contribution to the Dakar Plan of Action by promoting reading and artistic education, Books for All has succeeded in donating mobile libraries to five Latin American States severely affected by natural disasters and in providing quality reading materials to children in marginalized areas. However, fund-raising for programmes related to living cultures still remains difficult.

Some limitations: Limitations are inherent in situations where the Sector transmit "mission reports" or policy assessments to the highest national authorities, and these reports sometimes do not have adequate follow-up due to constant changes of authorities, or because there are no designated organizations in the national structure to implement the recommendations. This makes it difficult to achieve results in the short term.

Major Programme V

Communication and information, CI

Background

Major issues: UNESCO's work in the Communications and Information (CI) Sector was grounded in the three strategic objectives pertaining to CI in the Approved Medium-Term Strategy for 2002-2007 (31 C/4), namely: (i) promoting the free flow of ideas and universal access to information; (ii) promoting the expression of pluralism and cultural diversity in the media and world information networks; and (iii) promoting access for all to information and communication technologies, especially in the public domain. To these ends, the major results included: (i) increased global awareness of issues related to the information society; (ii) better global understanding of ethical, legal and sociocultural challenges of the information society; (iii) increased assistance to media in open and post conflict situations; and (iv) articulation of a common vision and principles for the information society for inclusion in the Declaration of Principles and the Plan of Action adopted by the World Summit on the Information Society (WSIS, December 2003 in Geneva, Switzerland).

Major international events: The Sector was involved in several major international events of direct relevance to the work of the Organization. The activities included both preparatory work for UNESCO's involvement and participation in the events, and the necessary follow-up actions emanating from the events. The major events included:

- The World Summit on the Information Society (WSIS, December 2003 in Geneva, Switzerland);
- The World Summit on Sustainable Development, Johannesburg, (August-September 2002);
- Meetings of the Information for All Programme (IFAP) Council (April 2002 and April 2003);
- Meeting of the IPDC Intergovernmental Council, 22nd session (Paris, France, April 2002);
- World Press Freedom Day (Manila, 2002 and Kingston, 2003); and,
- International Conference on Assistance to Media in Tension Areas (Stockholm, Sweden, May 2003).

Adopted strategies

Overall strategies: Overall, the Sector used a three-pronged strategy during the 2002-2003 biennium. Firstly, it continued its activities aimed at promoting and raising awareness of freedom of expression as a fundamental human right. Secondly, it pursued a normative approach to provide assistance and advisory services for adapting media legislation and guidelines on access to information to internationally recognized principles of freedom of expression (media legislature and guidelines), and thirdly, it carried out operational activities to follow up on the declarations and plans of action of the five regional seminars on promoting independent and pluralistic media, in particular in conflict and post-conflict areas (follow-up on plans of action).

Emphasizing human rights: This strategy was concerned with the promotion and raising awareness of freedom of expression as a fundamental human right and enhancing protection of press freedom and journalists' rights through assistance and close collaboration with national, regional and international non-governmental and professional media organizations, as well as press freedom advocacy groups.

Some results achieved in emphasizing human rights: Some US \$1.2 million was provided by the International Programme for the Development of Communication (IPDC) to fund some 40 projects in Member States, thus building the capacities of the Member States concerned.

Guidelines on access to information: The internationally recognized principles of freedom of expression were actively promoted. Actions focused on such areas as: (i) the UNESCO Recommendation concerning the Promotion and Use of Multilingualism and Universal Access to Cyberspace and the UNESCO Charter on the Preservation of Digital Heritage; (ii) better global awareness and understanding of ethical, legal and sociocultural challenges in knowledge societies; (iii) increasing access to information and knowledge through community multimedia centres, multi-purpose community telecentres, public service broadcasting, libraries, archives, information services and networks; (iv) developing human resources and capabilities in the use of ICTs; and (v) improving training of communication and information professionals.

Some results achieved in media legislature and guidelines: Several regional seminars on themes such as the legal, financial and administrative aspects of public service broadcasting, promoting public service broadcasting, and cultural diversity helped to strengthen public service broadcasting. Media legislation developed through consultancies in a number of countries.

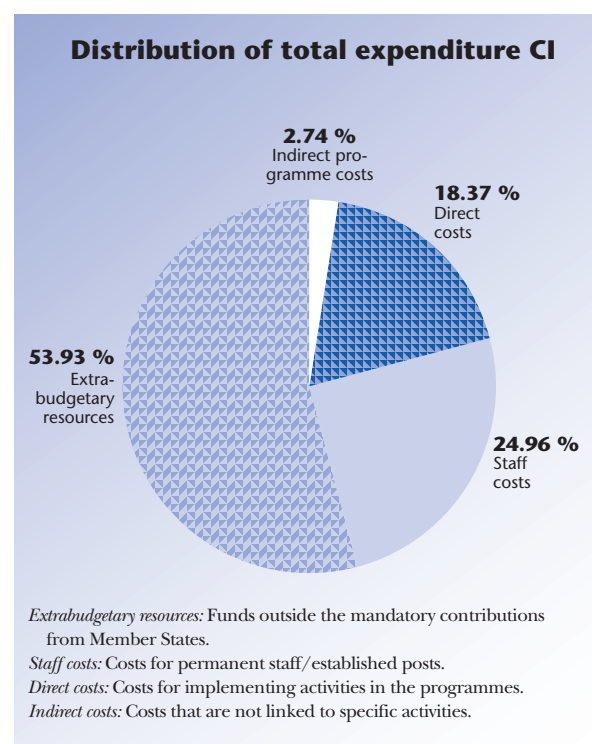
Follow-up on plans of action: UNESCO collaborated with a number of international, regional, and national NGOs, professional institutions and civil society groups working in the areas of communication and information. Partnerships were strengthened with several intergovernmental organizations, especially ITU, UNDP, FAO and the European Commission. Such collaboration was necessary for the Sector to be able to follow up on several action plans. Collaboration with UNESCO's other Sectors was promoted.

Some results achieved in follow-up on plans of action: The Information for All Programme (IFAP), is fully operational and acts as a mechanism for pursuing international cooperation in building an information society for all through the institution of measures to narrow the digital divide. Consultations within UNESCO resulted in the setting up of Intersectoral Working Groups

between the Communication and Information Sector; on the one hand, and the Sectors of Education, Culture, Science and the Social and Human Sciences, on the other. Further, some 13 projects under the Cross-Cutting Theme, "The contribution of information and communication technologies to the development of education, science, and culture and the construction of a knowledge society", were successfully implemented.

Operational inputs: In order to implement the above strategies in managing for results, the Sector made use of the following:

- Regular programme budget of US \$14,068,800 (including ICT CCT projects);
- Extrabudgetary funds mobilized amounted to some \$35,000,000;
- Staffing: 39 Professional and 33 General Service staff members at Headquarters; and 30 staff members in UNESCO field offices were engaged.



Expected results and results achieved

Programme coverage in the Sector: The CI Major Programme is distributed over two programmes made up of four subprogrammes and divided into a total of 11 Main Lines of Action (MLAs). In addition, the Sector undertook six sets of cross-cutting projects under the two Cross-Cutting Themes, namely: Eradication of poverty, especially extreme poverty, and the Contribution of information and communication technologies to the development of education, science and culture and the construction of a knowledge society. The results presented in the following sections relate to MLA 1 from each subprogramme; reference to CCT projects only includes information for one project for each of the two CCTs.

Subprogramme V.1.1: Formulating principles, policies and strategies to widen access to information and knowledge. MLA 1: Establishing an international framework for narrowing the digital divide through the Information for All Programme. Expected result: Informational cooperation for building an information society for all strengthened through the Information for All Programme by: (i) developing strategies, methods and tools; (ii) preparing the setting up of national committees for the Information for All Programme; and (iii) establishing mechanisms for identifying, funding, implementing and evaluating projects within the framework of the Information for All Programme.

Some results achieved: *Two international instruments designed to widen access to information and knowledge; the UNESCO Recommendation concerning the Promotion and Use of Multilingualism and Universal Access to Cyberspace and the UNESCO Charter on the Preservation of Digital Heritage were adopted by the General Conference at its 32nd session. With the launch of the Information for All Programme (IFAP) and its Intergovernmental Council, UNESCO created a unique intergovernmental platform for continued discussion on the issues covered by the two texts.*

Subprogramme V.1.2: Development of infrastructure and building capacities for increased participation in the knowledge society. MLA 1: Promoting wider access to information in the public domain and Memory of the World. Expected result: Awareness and capacities of Member States strengthened to promote and

access information in the public domain by: (i) encouraging the formulation of adequate policies; (ii) preparing and disseminating guidelines for digitization programmes covering collections and holdings of public libraries and archives, with particular attention given to those in non-Latin characters; (iii) launching five pilot projects on the digitalization of libraries' collections and archives; and (iv) supporting the creation of websites featuring key archival documents in six countries (UNESCO's Sources of History of Nations websites).

Some results achieved: *UNESCO produced five Public@ series CD-ROMs of representative public domain and open access information for free distribution. These comprised three model informatics applications for development in Africa, the UNESCO Virtual Laboratory Toolkit and the Building Cyberspace digital library developed with UNITAR, including a wide range of information, training materials, tools, laws and regulations on cyberspace for developing countries. A trilingual CD-ROM containing the open source Greenstone software for development of and access to digital libraries was finalized, and several Greenstone regional training seminars held. New National Committees were set up and 23 new collections were added to the Memory of the World Register. National Committees now exist in 59 Member States and at present, the Memory of the World Register contains 91 documentary heritage properties from 45 countries. Some 100 experts were trained in preservation and conservation in Africa (Cape Town, South Africa, 2003), Asia and the Pacific (Cheongju, Republic of Korea, 2002) and in Latin America and the Caribbean (Lima, Peru, 2003). The General Conference adopted the UNESCO Charter on the Preservation of Digital Heritage at its 32nd session in October 2003.*

Subprogramme V.2.1: Freedom of expression, democracy and peace. MLA 1: Freedom of expression media and democracy. Expected result: Public awareness of press freedom as a fundamental right increased through the annual celebration in all regions of the World Press Freedom Day (3 May) and the award of the UNESCO/Guillermo Cano World Press Freedom Prize.

Some results achieved: *On its own and in concerted cooperation with several professional media organizations and international media NGOs, UNESCO succeeded in inserting an explicit refer-*

ence to Article 19 of the Universal Declaration of Human Rights into the WSIS Declaration of Principles and Plan of Action adopted at the Summit in December 2003. UNESCO used the celebration of World Press Freedom Day (3 May) in 2002 and 2003 to organize international conferences in Manila, Philippines (May 2002), and Kingston, Jamaica (May 2003), as well as to support several special events which focused international awareness on some of the contemporary factors impinging on freedom of expression and press freedom. The UNESCO/Guillermo CANO World Press Freedom Prize was also awarded. Additional Chairs in Freedom of Expression were launched in Guyana, Papua New Guinea and Thailand.

Subprogramme V.2.2: Strengthening communication capacities. MLA 1: Strategies and projects for the development of communication and information and promotion of endogenous production. Expected result: Communications capacities in Member States strengthened and supported, in particular by: (i) reinforcing the role of IPDC as a catalyst for communication development through the funding of at least 100 projects; (ii) initiating at least 50 communication development projects in developing countries and helping to mobilize the extrabudgetary resources needed for their sustainability; (iii) supporting the training of 100 professionals in four regions to inculcate a culture of maintenance and ensure the long-term sustainability of communications projects; and (iv) improving the cooperation and partnership with the United Nations and other organizations through joint development ventures.

Some results achieved: *Some 84 national, regional and interregional projects were funded, and 43 new project proposals submitted and accepted by the IPDC Council. Thus, the most significant achievement under this Main Line of Action during the biennium was the reinstatement of IPDC as*

the only multilateral forum in the United Nations system that mobilizes the international community to discuss, promote and fund projects to strengthen communication capacities in developing countries. Community multimedia centres (CMCs) were established in 14 countries and the Organization supported the development of a special software solution Enrich for the CMCs in order to overcome a number of inadequacies in the current access solutions. This solution has been shared with WHO and other partner organizations.

Cross-Cutting Theme 1: Eradication of poverty, especially extreme poverty: Project: Empowering the underprivileged through the use of information and communication technologies. Expected result: Empowerment of marginalized communities.

Some results achieved: *The publication Literacy, Key to Empowering Women Farmers, produced under the project on ICT-based training in basic education for social development, became one of the best-selling publications in the Education Sector and was used by trainers, rural development agents, agricultural extension workers, gender specialists, and non-formal educators, among others.*

Cross-Cutting Theme 2: The contribution of information and communication technologies to the development of education, science and culture and the construction of a knowledge society: Project: Initiative B@bel. Expected result: Principles for promoting a more equitable access to information in different languages developed and adopted.

Some results achieved: *The project B@bel received funding from the Government of the Principality of Monaco and the Swiss Development Corporation for undertaking work on the development of principles for promoting equitable access to information.*

Lessons learnt, strengths and limitations

Lessons learnt: The importance of partnerships cannot be overemphasized. This constitutes a major lesson learnt for the Sector. The Sector's involvement in establishing the overall strategy for assistance to media in open and post conflict areas has led to a major investment of activities in Afghanistan, Democratic Republic of the Congo, Liberia and Iraq, creating a much

higher visibility for the Organization within the United Nations system with the establishment of concrete partnerships with UNDP, OCHA and the main international NGOs.

Some strengths: The strength of the Communication and Information Programme lies in the

overwhelming relevance of communication and information technologies in all spheres of life, including, of course, the other four Sectors of UNESCO. This is amply reflected as building blocks for the final outputs of the World Summit on the Information Society (Declaration of Principles and Plan of Action) that establish the four principles which the Organization espouses as prerequisites for building knowledge societies, namely: freedom of expression; universal access to information; the promotion of cultural diversity, multilingualism and local content; and equal access to education. A particular achievement of the Sector was the use of an innovative programme delivery mechanism. In this delivery mechanism, the use of information and communication technologies to implement activities in such projects as developing open learning communities for gender equity

with the support of ICTs and ICT-based training in basic education for social development was of core importance. The project on ICTs as tools for improving local governance developed an innovative delivery mechanism by offering a training course on e-governance through a multilingual platform of a virtual university, including the use of chat for interaction between students and professors, and the use of video streaming for lectures.

Some limitations: Limitations are inherent in the challenges faced in bridging the digital divide, particularly in an era in which emphasis is placed on privatisation. Demands for the products and services of the Sector far exceeded the Sector's resources to supply and satisfy the needs expressed by Member States.

Background: The UNESCO Institute for Statistics (UIS) was established in November 1999 in order to foster a culture of evidence-based policy both nationally and internationally through the collection and use of high-quality, timely data in education, science and technology, culture and communication. UIS conducts its work in the following four main action areas: (i) the collection, validation and timely dissemination of policy-relevant cross-national statistics, indicators and related documentation; (ii) the development of methodology to underpin the collection and estimation of reliable data which can be compared cross-nationally; (iii) providing support for building the statistical and analytical capacities of Member States; and (iv) the analysis and interpretation of cross-national data.

Expected result and results obtained: *MLA 1: Improvement of the UNESCO international statistical database. Expected result: Communication and collaboration improved with and among data producers and users in Member States, as well as partner agencies, through the formation of networks, conduct of annual workshops, increased use of ICTs and enhanced methods of consultations. Some results obtained: the UIS*

(i) improved the coverage of its surveys and now obtains publishable data from 81% of countries on primary schooling (covering 93% of the primary school-age population in the world) and from 75% on secondary schooling (87% of the secondary school-age population); (ii) reduced the time between initiation of the education data collection to publication to 18 months in 2003; (iii) published regional reports on education in the Arab States and South and East Asia and the first comprehensive UIS global publication of education statistics, the Global Education Digest in August 2003; (iv) conducted 24 regional workshops attended by education statisticians from nearly every Member State; and (v) provided analyses and statistical annexes for the Global EFA Monitoring Reports of 2002 and 2003/4, as well as for the United Nations Millennium Development Goals database. Improved partnerships with important agencies based in North America including UNICEF, UNDP and the World Bank were established.

Challenges: *This biennium represents the first two years of operation in Montreal for the Institute, working with an almost entirely new staff complement. It was a challenge for the Institute to be fully functional in a reasonable amount of time.*

B. Participation Programme, PP

Services: The execution of the Participation Programme hinges on increased transparency, and effective intersectoral cooperation in evaluating the requests received in the Secretariat. The introduction of the Intersectoral Evaluation Committee, which assesses requests for funding, is proving to be very effective. Improved training of the National Commissions has also led to improvements in the formulation of the requests.

Achievements: *Some 95% of all the evaluated projects were executed in a satisfactory manner. A total of 2002 requests were received to the sum of \$77,567,022 by the close of receipt of requests on 28 February 2002. 1,245 requests*

were approved for the sum of \$20,549,312. Between January 2002 and December 2003, the Director-General approved a total of 59 requests for emergency assistance totalling some \$1,444,000. The Director-General also asked nine field offices to administer the PP funds for those Member States who were in arrears with financial and evaluation reports for previous PP grants. Finally, some nine Member States from the OECD countries responded favourably to the call by the Director-General during the 161st session of the Executive Board to consider refraining from applying for PP grants.

Challenges: *The demands for PP awards continue to exceed the funding for the programme.*

C. Programme related services

Coordination to benefit Africa

Services: The Africa Department has the following objectives: (i) contribution to a better knowledge of realities and problems in Africa in order to highlight UNESCO's action for the continent; (ii) strengthening the cooperation with Member States, Intergovernmental Organization, NGOs and the civil society; and (iii) coordination of action and mobilization of resources in order to achieve priorities, in particular for NEPAD and poverty reduction. To realize its objectives, the department implemented a strategy including that for maintained proximity and permanent dialogue in favour of: (i) numerous official visits by the Director-General to the field, and regular audiences with African officials; and (ii) regular consultations with Permanent Delegates of the African Group and of National Commissions.

Achievements: *The various meetings produced memoranda, action plans, joint official statements*

and audience notes, the implementation of which is subject to regular follow-up. Several agreements were concluded for joint action programmes with Organizations such as CEDEAO, SADC, CEN-SAD, COI, and PALOP, etc. Opportunities for dialogue/consultation were created, such as UNESCO's committee for NEPAD, the Forum of the regional and subregional organizations (FOSRASUN) and the international seminars of November 2001 in Paris and March 2003 in Ouagadougou. Further, in accordance with the wishes of Heads of African States and the United Nations, UNESCO, at the initiative of the Department, made NEPAD the cornerstone of its cooperation with Africa.

Challenges: *The challenge was to achieve successful implementation of the regional strategy for Africa against the backdrop of shortfalls in human and financial resources.*

Fellowships Programme, FP

Services: UNESCO fellowships are in high demand and the Fellowships Programme provided a service to Member States by enabling the Organization to manage and administer fellowships with a view to intensifying exchanges of information, to sharing knowledge and experience among beneficiaries, to upgrading the skills of young researchers and to enhancing capacities in a number of priority areas and programmes. Fellowships administration policies and standards continued to be better harmonized with other United Nations specialized agencies.

Achievements: *Some 432 fellowships were awarded in priority programme areas. The value of the fellowships amounted to US \$6,029,529 (of which US \$1,204,883 came from the regular budget (including the Participation Programme); US \$1,020,636 came from extrabudgetary cash contributions; and US \$3,804,010 were contributions-in-kind in the form of fellowships). The programme also achieved a remarkable gender distribution of 59% of awards being in favour of women.*

Challenges: *The demand for fellowships continues to exceed the amount of funds allocated.*

Bureau of Public Information, BPI

Services: BPI strengthened its direct contacts with the media worldwide, and pursued a news-oriented approach in the preparation of all written materials produced for public dissemination to achieve greater visibility for UNESCO's programme priorities. A clear distinction was made between institutional information and information about the substance of programmes and activities. Partnerships with the "communication poles" in the different Sectors were maintained, both to improve long-term planning and organization, and to achieve greater coherence for media action, web development and book publishing.

Achievements: *The launch of the World Water Report in Kyoto (Japan, July 2003), for example,*

prompted 602 newspaper articles in 63 countries. The press releases and media operations concerning UNESCO's efforts to stem the looting of Iraqi cultural heritage resulted in 1,176 articles in 52 countries, and the launch of the EFA Global Monitoring Report 2003/4 incited 757 articles in 32 countries. The new Courier evolved to focus on UNESCO's programmes and activities. Four issues were published over the biennium in the six official languages, each including a feature dossier on priority issues.

Challenges: *Much remains to be done to establish truly effective collaboration with the Sectors and develop a house-wide "culture of communication".*

General Policy and Direction

A. Governing bodies

A. Governing bodies

Secretariat of the General Conference, SGC

Services: The Secretariat of the General Conference was responsible for the preparation, holding and follow-up of the 32nd session of the General Conference (Paris, 29 September-17 October 2003). Services provided include the organization of the General Conference sessions in compliance with the Constitution and the Rules of Procedures. In addition, SGC provided support in the organization of inter-session meetings of the Legal Committee of the General Conference and supported the President of the General Conference, particularly in terms of consultation of Member States on the governance of the Organization (in conformity with the terms of 31 C/Resolution 71).

Achievements include: *(i) the average number of documents dispatched within the statutory dead-*

line substantially increased to 95% of total documentation; (ii) all documents were made available on-line immediately after translation into the six official languages; and (iii) the session was attended by 3,026 delegates from 185 Member States and five Associate Members, 551 observers and 430 journalists. The Conference received official visits of five Heads of State and one First Lady, three Vice-Presidents and 299 Ministers – or ministerial level officials. A new visual and sound system aimed at gauging speaking time during the debates was introduced, thus allowing a better management of time for the speakers (mostly of ministerial level) and a considerable gain of time for participants at large.

Challenges: *SGC still faces the challenges of the late receipt of documents to be processed.*

The Secretariat of the Executive Board, SCX

Services: SCX supported meetings of the Executive Board and Working Groups. On the basis of 155 EX/Decision 5.4 (Annex, para. 12), it also organized thematic discussions to increase the interaction between the Secretariat and the Executive Board. A total of five Executive Board meetings were organized in the biennium, two in 2002 and three in 2003.

Achievements of SCX include: *(i) Assistance of the Executive Board in adopting a number of improved working methods resulting in decreases in the working costs and expenses; and (ii) the Executive Board Internet site was upgraded, and members of the Executive Board made extensive use of the site.*

Challenges: *SCX still faces the challenges of the late receipt of documents to be processed.*

B. Direction

Office of the Director-General, ODG

Services: The Office of the Director-General (ODG) continued the process begun during the 2000-2001 biennium of rationalizing its methods of work so as to better serve the Director-General. One objective was to ensure that commitments made by the Director-General during the bilateral meetings or official visits were efficiently followed up. A second objective was to enhance the communication of the Organization's messages and position on key issues of global, political concern.

Achievements: *A database was developed to register each commitment made by the Director-General, as well as the names of the liaison officer in ODG and the person within the relevant action unit charged with its implementation. Moreover, an Office of the Spokesperson was established and a Spokesperson appointed for the Director-General. The first "Flash Info", an institutional, web-based communication tool that reports on all the activities in which the Director-*

General participates, his actions (official visits, declarations, etc.) was launched. A total of some 276 "Flash Infos" were produced and distributed to all members of the Secretariat, UNESCO stakeholders and partners, and related journalists.

Services: The oversight strategy for the biennium 2002-2003 was developed based on the results of the Organization-wide risk assessment undertaken by IOS in the first year of its creation (2001). The risks were grouped under the categories: relevance, governance, reform, esprit de corps and resources. Biennial goals were established to address the risks identified and then oversight activities were designed to achieve those goals. Reports to the Director-General and the Executive Board through IOS Annual Reports in 2002 (166 EX/36) and 2003 (169 EX/28) cover progress made in the implementation of the strategies. Goal 1: Ensure proper and timely identification of risks or factors that could threaten the achievement of the Organization's objectives, and that senior management are fully informed on the status of risks and level of control that has been established to manage those risks.

Achievements: *Risks were identified and monitored in areas such as: decentralization, internal control weaknesses in field offices, FABS implementation,*

Challenges: *To face the challenges of efficiency, ODG commissioned an evaluation of the correspondence cycle, the report and conclusions of which are currently being studied in order to determine the most appropriate course of action in this regard.*

Internal Oversight Service, IOS

and closure of financial statements. Communication of the risks were achieved through: the release of 26 individual audits, seven investigations, over 20 evaluation reports and two consolidated audit reports containing 49 systemic financial/administration related risks; meetings of the Directorate and College of ADGs; and through the Oversight Committee. In response, actions were taken by management to address these risks. Specifically, in 2003, IOS undertook 10 field office evaluations to assess the functioning of one of the main goals of the reform process: effective decentralization. As a result, 29 strategic risks were identified and presented to management, as well as the Executive Board (167 EX/14). A senior management working group was then established by the Director-General to take action to address the risks.

Challenges: *(i) management need to take ownership in monitoring emerging risks; and (ii) the successful completion of the IOS inputs to the roll-out of FABS in the field, and the evaluation of field offices.*

Legal Affairs, LA

Services: LA continued to provide services to (i) the General Conference; (ii) the Executive Board; (iii) the President of the General Conference and the Chairperson of the Executive Board; (iv) various meetings convened by UNESCO; and (v) the Commissions and Committees of the General Conference and the Executive Board. The legal advice provided included the formulation of decisions and resolutions, and the finalization of legal instruments. In particular, legal questions relating to the application and the interpretation of the Constitution, the statutory and lawful texts of the Organization and their modifications, the legal statute and privileges and immunities of the Organization, the conclusion and the application of agreements with Member States or other organizations, and contracts pertain-

ing to the execution of UNESCO's programme in general were attended to.

Achievements: *these include: (i) ensuring conformity with the Constitution, the rules and procedures of the Organization (UNESCO's Handbook, Statute of the personnel, administrative circulars) and proposing improvements on request or in collaboration with other units of the Organization such as HRM and BFC; (ii) preparation of legal studies on the interpretation of certain discussed clauses of the concluded Conventions under the auspices of the Organization (interpretations of clauses of the Convention on the Cultural Heritage during the session of the World Heritage's Committee in Budapest, for instance); and (iii) representing the Organization in front of the Appeals Board, the Administrative Tribunal of the International Labour Organization (ILO) and other jurisdic-*

tions. Three out of four cases involving UNESCO brought in front of the Administrative Court of the ILO were resolved in favour of the Organization.

Challenges: A challenge is that of maintaining the level of cooperation with the different sections of the organization.

C. Decentralization

Field Management and Coordination, BFC

Services: BFC is responsible for leading the implementation of the decentralization strategy and ensuring the efficient and effective functioning of the decentralized network. There are 27 Cluster Offices, 22 National Offices, two Liaison Offices (Geneva and New York), one centre (CEPES) and 12 Regional Bureaux. Of the 12 regional Bureaux, 10 are in Cluster Offices, one in a National Office, and one on its own (Venice), making a total of 53 units in the decentralized field network.

Achievements: *With the support of the Task Force on Decentralization, BFC has succeeded in creating a number of the required additional posts in*

the field (35 during the 31 C/5 period and 21 earmarked for the 32 C/5 period). Fifteen young Administrative Officers (AOs) were nominated from Headquarters to field offices. Twenty times more training was conducted than that reported in document 30 C/5. The newly established policy on rotation was taken into account. The cluster format was confirmed as the standard format in the decentralized structure.

Challenges: *The Administrative Offices in some of the field offices still have to be satisfactorily staffed and the electronic networks and their capacity to facilitate work for the FOs for many reasons remain deficient.*

Field offices

Services: the field offices (FOs) constitute the means for programme delivery at national and regional levels. As noted under BFC, there are currently some 53 field offices, namely regional bureaux, cluster offices, national offices and one centre.

Achievements: *Submission from FOs for document 33 C/3 contained detailed “Activity Sheets” for highlighting particular cases of achievements.*

The details covered include:

- *Title of Action/Activity/Intervention;*
- *Explanation for the choice of the Action/Activity/Intervention;*
- *Background and description;*
- *Expected results;*
- *Performance indicators;*
- *Comparison results achieved with expected results;*

- *Highlights of reasons for the achievement or non-achievement of the expected results;*
- *Comments on whether the achievements are replicable elsewhere.*

Submissions were received from some 49 field offices, namely: AFRICA: Abuja, Addis Ababa, Bamako, Brazzaville, Bujumbura, Dakar, Dar es Salaam, Harare, Kigali, Kinshasa, Libreville, Maputo, Nairobi, Yaoundé, Windhoek; ARAB STATES: Amman, Beirut, Cairo, Doha, Rabat, Ramallah; ASIA-PACIFIC: Almaty, Apia, Bangkok, Beijing, Hanoi, Islamabad, Jakarta, Kabul, Kathmandu, New Delhi, Phnom Penh, Tashkent, Tehran; EUROPE: ICTP (Trieste), Moscow, Sarajevo, UNEVOC (Bonn), Venice; LATIN AMERICA AND THE CARIBBEAN: Brasilia, Haiti, Havana, Kingston, Lima, Mexico, Montevideo, Quito, San José and Santiago. Detailed submissions for these FOs are given on the C/3 website.

A. Strategic Planning and Programme Monitoring, BSP

Services: BSP continued advancing the Organization's programming reform through the following, among others: designing draft document 32 C/5 to achieve greater focus by allocating programme resources to the five principal priorities; enhancing intersectoral action; increasing partnership approaches, and; in mainstreaming the needs of Africa, LDCs, women and youth. The results-based approach was refined and strengthened, including a more precise definition of the results to be achieved and the formulation of a set of performance indicators through which results may be assessed and measured. A small, dedicated RBM training team was established. BSP prepared document 32 C/5 Approved and monitored, through SISTER, the elaboration and implementation of the work plans for the 2004-2005 biennium. BSP also developed policies, programme monitoring and training for women and youth mainstreaming, promoted assistance to LDCs and for a culture of peace, and coordinated the Organization's activities pertaining to the dialogue among cultures and civilizations.

Achievements: *Achievements of BSP include: the preparation/development of: (i) the four statutory reports (EX/4 Part I documents) by the Director-General on the execution of document 31 C/5, were prepared with contributions from the programme sectors, bureaux and divi-*

sions; (ii) monitoring reports and analyses for the Director-General and the College of ADGs highlighting salient trends in implementation of the Programme and identification of areas for improvement; and (iii) a comprehensive training programme for the formulation of results and performance indicators in the context of the Organization's overall results-based programming and management (RBM) was implemented with sessions both at Headquarters and in the field. Some 165 staff members were trained in RBM. In addition, BSP continued to manage and develop SISTER, which was extended to the Participation Programme, the Cross-Cutting Theme projects and the carry-over funds. Procedures and instructions were put in place together with BB, HRM, DIT and DCO in order to ensure the full use of SISTER during the 2004-2005 period. As SISTER now covers both Headquarters and field offices, extensive training was offered to colleagues from all sections. Further achievements include: The institutionalization of youth forums for international events, especially the General Conference; and the formulation of a gender implementation framework, and a broadening of the scope and regional focus of dialogue-related action

Challenges: *Persuading the majority of programme specialists to successfully use SISTER for programme reporting purposes remained a challenge.*

B. Budget Preparation and Monitoring, BB

Services: The Bureau of the Budget reports to the Director-General via the Executive Director of his Office (ADG/ODG). It provides advice to the Director-General and other Sectors and has particular responsibility for: (i) preparing, in cooperation with the Bureau of Strategic Planning (BSP), the biennial programme and budget; (ii) monitoring and ensuring the technical coordination of the execution of regular budget activities and those funded by extrabudgetary resources; (iii) the budgetary management

of staff and other costs; and (iv) the preparation of documents to the governing bodies.

Achievements: *These include: (i) the satisfactory completion of the particularly complex task of preparing draft document 32 C/5, in cooperation with the Bureau of Strategic Planning (BSP), later approved by the 32nd session of the General Conference; (ii) proper and timely monitoring of the technical coordination of the execution of regular budget activities and those funded by extrabudgetary resources in 2002-2003; (iii) rigorous control*

of the budgetary management of staff and other costs in line with the Appropriation Resolution for 2002-2003, which led to the successful absorption of \$11 million and a surplus for the regular programme of only \$2.1 million, i.e. 0.38% of the total regular programme; (iv) taking the lead of a United Nations Working Group on Support Costs on extrabudgetary activities in order to reach common understanding and a harmonized policy on

this issue; and (v) provided technical backstopping to the biennial closure. Financial accounts were closed within the set time frame and relevant documents based on the most updated data prepared for review by the Executive Board.

Challenges: *There was partial restructuring of the Bureau, and this process continues, with emphasis on greater integration of extrabudgetary and regular programme activities.*

C. External Relations and Cooperation, ERC

Services: ERC endeavoured to enhance partnership between the Organization and the various United Nations system entities and secure full participation in the system-wide activities related to key priorities such as the action against HIV/AIDS, the Oil-for-Food programme prior to its termination, the implementation of the Millennium Development Goals, the work of United Nations Development Group (UNDG) and contribution to the work of the main bodies of the United Nations, notably the General Assembly and ECOSOC. ERC is also responsible for relationships with Member States, including Permanent Delegations, National Commissions, donors, NGOs, and various private and voluntary organizations (Rotary International, Lions Clubs, etc.). ERC continued its efforts to assure the universality of the Organization, and noted the admission of Timor-Leste (5 June 2003) and the return of the United States of America (1 October 2003) to membership.

Achievements: *The achievements include: (i) ERC “organizationally” and financially supported meetings of Permanent Delegations in order to strengthen their role, as stressed in the amendment to Article II of the UNESCO Constitution; (ii) the increased interest in UNESCO activities from Europe and North America, which has resulted in increased funding; (iii) renewal of cooperation with both the Arab League, and ALESCO – the Director-*

General paid 14 visits to Arab States during the biennium; (iv) the volume of extrabudgetary contributions made available to UNESCO continued to grow at an impressive rate with the total allocations – funds available in UNESCO’s accounts, and allocated for approved projects and programmes – amounting to US \$755.4 million, compared to US \$452.6 million for 2000-2001; and (v) initiatives for enhanced National Commission capacities covering, among others, the renovation of the four databases (National Commissions, parliamentarians, UNESCO Clubs and the private sector), the design of a website template available free of charge to National Commissions, and the production of a CD-ROM containing key documents for National Commissions and their partners. Further IT equipment was provided to 62 National Commissions via a Participation Programme funding of \$650,000. Some 42 training activities were conducted, in which some 650 staff members of National Commissions across all regions at national, cluster, subregional, regional and interregional levels were trained.

Challenges: *While UNESCO was very successful in ensuring a steady and continued growth in its extrabudgetary resources during the last biennium, the actual implementation rate – delivery of activities compared to allocations – needs to be improved. While the rate was 76% in 2002, it decreased to 63% in 2003.*

D. Human Resources Management, HRM

Services: HRM provided services consistent with a more professional human resource function, focusing on strategic planning, policy and advisory functions and enhancement of the overall organizational performance. In particular, HRM concentrated on: (i) the development of a comprehensive HR policies framework; (ii) the enhancement of organizational performance, including improvement of internal communication on HR matters, the rationalization and streamlining of HR processes; and (iii) addressing the issue of geographical distribution of staff.

Achievements: *HRM developed a set of human resource policies following extensive consultations with Management, the Advisory Council on Personnel Policies (ACPP) and staff associations. The policies introduced include: (i) a Work/Family policy (2002) which introduced some family friendly measures such as parental and family leave for special circumstances; (ii) a review of entitlements of international staff (2003); (iii) a rotation*

policy (September 2003); (iv) a new recruitment policy (November 2003) to ensure among other things a more timely and efficient recruitment process (an on-line application tool, "Recruit Web" was enhanced together with the HR Recruitment website); and (v) a learning and development policy, as well as a Performance Assessment policy. The training budget was increased to US \$3 million, and HRM successfully implemented a two-year corporate training plan covering the Leadership and Change Management Programme (160 senior managers), supervisory skills, team building, project management/resource mobilization, and results-based management. A total of some 1,500 staff participated in the various training initiatives. As of 31 December 2003, the Senior Management cadre counted 92 staff members on regular budget posts in the Director category and above, well within the 102 D-1 and above posts approved in document 31 C/5.

Challenges: *Ensuring the effective implementation of the various new/updated HRM policies.*

E. Administration, ADM

Administrative coordination and support

Services: The Administration Sector (ADM) has the overall role of supporting programme execution in the areas of finance, information technology, conferences, languages and documentation services, procurement and support services including maintenance, security and the Headquarters' renovation plan.

Achievements: *The simplification of financial management processes that FABS enabled, led to the sound and timely accounting of all UNESCO transactions, as well as the provision of timely financial reporting to programme managers, governing bodies and the External Auditor. The rolling out of FABS to decentralized units progressed well, with the system made available in some 50 field locations (170 EX/22) for on-line funds reservation. To cover the financial cycle*

of the Organization, the use of the SAP Asset Management module (AM) was developed, tested and delivered. As a first step, some 43,000 items were identified during the last quarter of 2003. Each of these items was bar-coded, with information on the asset and its location within the Headquarters complex, valued as at 31 December 2003, and the data uploaded into FABS. The modernization of the Headquarters buildings continued under the auspices of the Plan for the Restoration and Improvement of UNESCO Headquarters (Fontenoy) to provide a more secure, safe and efficient working environment for delegations and staff.

Challenges: *Beyond financial reporting purposes, the database created will be continually updated for acquisitions, disposals and transfers of assets.*

Services: The Division of the Comptroller ensured that letters requesting payments of contributions were dispatched on a timely basis and that late payments were followed up diligently. Preparation of documents to the governing bodies, especially with regard to the risk of losing voting rights, resulted in a smooth presentation to the General Conference. The Division also assisted the working group of the Executive Board on the scale of assessments of Member States' contributions and payment plans.

Achievements: *The new Finance and Budget System (FABS) was introduced at Headquarters*

and in the field and the related reorganization and changes in the method of work completed. The collection of contributions and treasury management ensured that no external borrowing was required during the biennium. The closure of the accounts for the 2002-2003 biennium was the best ever performed by UNESCO.

Challenges: *With the introduction of FABS and the lack of necessary resources, the capacity of the Division to monitor and perform post facto checks on transactions (especially those in the field locations) was limited.*

Information systems and telecommunications, DIT

Services: Following FABS being put into operation in January 2002, all development and operational activities in DIT were completely reorganized. In regard to development activities, a Competence Centre was created and integrated into DIT, concentrating the competencies and responsibilities in support and improvements to the new Management Information Systems. On the operational side, existing staff were trained and redirected to new tasks related to the administration and operation of the new systems. The main-frame operations continued to be assured by a reduced team in order to ensure the operation of the payroll, MBF and other legacy applications.

Achievements: *ADM/DIT provided technical support (system administration, application and user support) for the efficient operation of FABS and SISTER and users from all Sectors entered information (AOs, Project Officers, etc.). The Process Owners (mainly DCO, BB, BSP and HRM) were then responsible for defining and following the processes around the systems. Good cooperation with the sectors, divisions, and bureaux was recorded, examples include the closing of the accounts and many improvements procedures such as "Perfoweb".*

Challenges: *As a result of operational and security audits of FABS, as well as an evaluation by IOS of SISTER, existing security and operating procedures were reviewed and this will continue as necessary.*

Procurement, PRO

Services: In providing services on procurement matters to the Organization, an on-line procurement system for in-house requirements was implemented through FABS. The catalogue on standard articles for in-house needs was revised and extended, thus avoiding an unjustified diversity of items procurement methods.

Achievements: *Office equipment and supplies are no longer purchased and stored centrally, and distributed to the Sectors when requested. Instead,*

purchases are made if and when requested by the Sectors ("just-in-time"). FABS require that these goods be delivered to the end users within a maximum of seven working days. Consequently, less storage space is needed and, more importantly, storage time reduced significantly. The space gained is used to store the still centrally purchased paper and envelopes. Several internal and external audits took place during the reporting period and revealed that procurement activ-

ities undertaken by ADM/PRO are in line to the Organization's rules and regulations, while the update of procurement processed continued in line with the United Nations' Procurement Reform and FABS implementation. In support of the decentralization process with regard to procurement operations, a website was created to make

available to all Sectors and field offices relevant information on rules, procedures and standard documents for procurement.

Challenges: *A challenge is for ADM/PRO to be involved in the design phase of projects with major procurement components to give input on timing and budget estimation.*

Conferences, languages, and documents, CLD

Services: The Division of Conferences, Languages and Documents provides services to the governing bodies and the Secretariat. It consists of four sections: Translation, Documents, Interpretation and Conferences. At the end of 2003, the development and deployment of an integrated document management system to cover the whole chain of production was launched. A central unit was established to administer external translation contracts.

Achievements: *These include: The UNESCOTERM database was significantly enhanced and user inter-*

face was made much more user-friendly – a helpful development for external translation; Activities to meet new demands, such as digital colour printing and CD production were commenced. Introduction of new technologies (digital workflow and computer-to-plate equipment) combined with printing on demand, made it possible to reduce production times, print runs and paper consumption for various types of documents. Challenges: Reduced staffing strength, persisting deficiencies in upstream planning, excessive lengths of documents and poor quality of original texts continue to pose challenges for CLD.

Common services, maintenance and security, HQD

Services: Following requests from the governing bodies and in view of the security situation in the world, needs were ascertained for the reinforcement of security and safety (access control, separation of public and service areas, detection of explosives, surveillance and response to biological or chemical emergencies) and for the improvement of security management (maintenance of fire and chemical alarms and technological infrastructure, and preventive measures).

Achievements: *Urgent measures totalling some US \$1.5 million were taken at Headquarters as*

part of Phase I of the Belmont Plan for 2002-2003. Since UNESCO has been an "open house", the entire security system has had to be revised, including both one-time investments – like installation of equipment – and recurrent requirements, such as salaries for additional security officers, upkeep of equipment and facilities, and insurance.

Challenges: *The availability of sufficient budget to ensure that maintenance is not neglected and that increased costs for renovation are not incurred later.*

F. Renovation of Headquarters premises

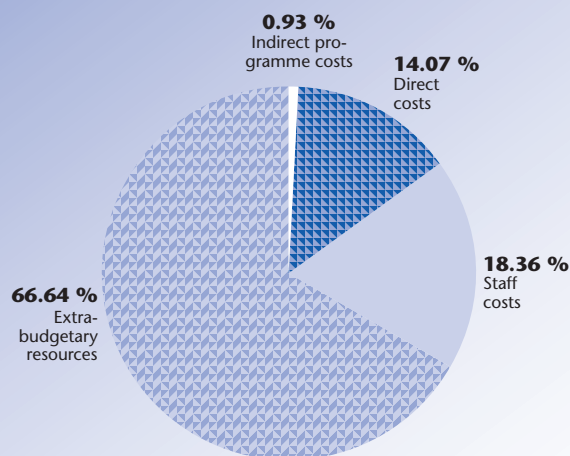
Services: In order to pursue the renovation and in line with the authorization granted by the 32nd session of the General Conference, an interest-free loan agreement for 80 million euros was signed in March 2004 between UNESCO and the host country.

Achievements: *The bulk of Phase 1 of the Renovation Plan, known also as the Belmont Plan, was completed during 2002-2003, bringing the Fontenoy site in line with current safety and fire-fighting standards. The loan enabled the Organization to*

proceed to Phase 2 of the Belmont Plan (2004-2008). It involves principally the completion of bringing the buildings in line with safety standards, the replacement of glass façades, installation of air-conditioning and modernization of offices as well as the rehabilitation of the main reception areas. A technical and financial report was drawn up in 2002 on the buildings of the Miollis-Bonvin site as requested by the General Conference.

Challenges: *Mobilizing the necessary financial resources for the renovations.*

Distribution of total expenditure, UNESCO



Extrabudgetary resources: Funds outside the mandatory contributions from Member States.

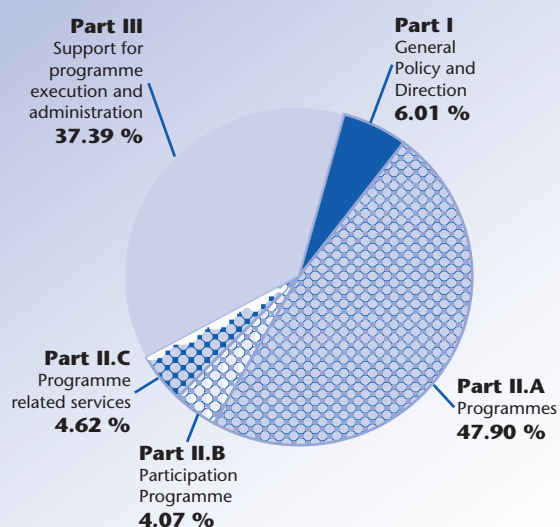
Staff costs: Costs for permanent staff/established posts.

Direct costs: Costs for implementing activities in the programmes.

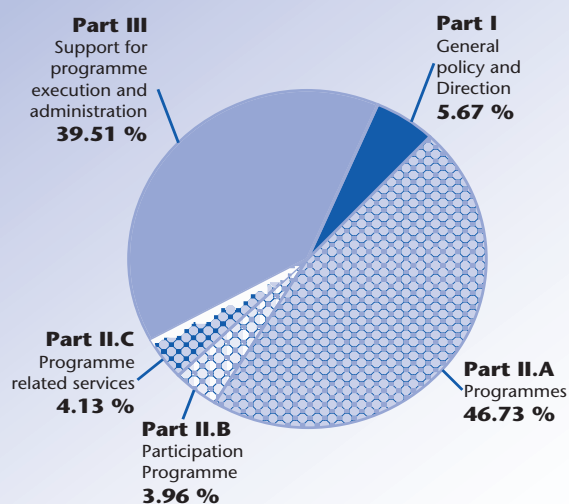
Indirect costs: Costs that are not linked to specific activities.

Regular programme execution by parts of the budget

31 C/5 Approved



Expenditures as at 31 December 2003



Part of the budget		31 C/5 Approved (in US \$)	%	Expenditures as at 31 December 2003 (in US \$)	%
Part I	General Policy and Direction	32 471 200	6.01	31 395 716	5.67
Part II.A	Programmes	258 776 000	47.91	258 851 714	46.73
Part II.B	Participation Programme	22 000 000	4.07	21 934 789	3.96
Part II.C	Programme Related Services	24 964 500	4.62	22 890 999	4.13
Part III	Support for programme execution and administration	201 999 000	37.39	218 857 000	39.51
Total		540 210 700	100.00	553 930 220	100.00

Part II

Summary and conclusion

Background: Part II of this report relates the outcome of the exercise undertaken by IOS to verify the information in the C/3 document. It also examines the different issues that have arisen out of the analysis of the implementation of the Organization's programme during 2002-2003, i.e. document 31 C/5, as presented by the Sectors and Services in Part I. For the discussion of certain of these issues, it refers to the findings of the verification process. It then goes on to discuss issues relating to programming, programme implementation, and reporting that, where appropriate, could be considered for integration into the Organization's future programming. The issues are presented in terms of achievements and challenges. Finally, it makes recommendations for the improvement of future C/3 documents.

The verification process: In accordance with Executive Board document 162 EX/6, Proposals of the Director-General for strengthening the report on activities of the Organization, IOS designed and implemented a process to verify information submitted for the C/3 document by Sectors and Services. The approach taken was: first to verify whether the activities reported had taken place, then to confirm whether they gave rise to "results", and finally, to gauge whether the expected results, as stated in document 31 C/5 at the Main Line of Action level, had been attained

by requesting and reviewing any relevant empirical evidence.

Sampling: The sampling was carried out using the following criteria: for each programme sector, the C/3 team counted and numbered the expected results listed in document 31 C/5 and randomly selected 12 expected results. The contributions which reported on the expected results, were then examined. For Central and Support Services the C/3 team proceeded to verify the same sets of results that were verified in document 32 C/3.

Scope of the verification: The total number of expected results in document 31 C/5 for programme sectors (not including Education Institutes and CCTs) comes to 282 (ED: 57; SC: 106; SHS: 35; CLT: 51 and CI: 33). Of the 60 expected results selected for verification, some 50 were verified at the time of formulating this report. The remaining ten could not be verified mainly because the responsible specialists were away on leave at the time of the exercise, or they were no longer at UNESCO. Further, the submissions made by several field offices that were evaluated during the biennium were submitted for consideration by IOS evaluators who had been on Field Office Review missions. They were able to confirm the achievements of the results reported.

Summary of key issues

Emerging issues: The issues that arose out of the examination of Part I of this document fall into two main categories: those emanating from the process and contents of the 33 C/3, namely: (i) those from comparison with document 32 C/3 and new/evolving issues; and (ii) the implication for programming, programme implementation and reporting. Both sets of issues are discussed below.

Comparison with document 32 C/3

In comparison with document 32 C/3 the following assessments of achievements are made.

Greater attention paid to 31 C/5 expected results: When reviewing a contribution, the C/3 team verified that all expected results listed in document 31 C/5 were addressed in the assessment. This turned out to be the case in almost all the submissions with the exception of a few.

Better reporting on good results, positive achievements: In cases where successes have been obtained, these were highlighted and analysed reasonably well.

Good appreciation of UNESCO's functions: Contributors seemed comfortable with using these categories (Laboratory of Ideas, Standard-Setter, Clearing House, Capacity-BUILDER, and Catalyst for International Cooperation) to describe their undertakings and results. However, the contents remain too descriptive. Overall, functions other than capacity-building were insufficiently considered.

Improved description of services: Support sectors (ERC and ADM) and Central Services have improved the way they describe themselves in terms of service providers. The services are now more comfortable with the idea that the RBM logic applies to them also and not only to programme sectors, as was previously the case.

Extrabudgetary resources: Extrabudgetary-funded projects (actions or activities) are better reported upon, or at least they are mentioned in the submissions from the Sectors.

Cooperation with others: Inter-agency cooperation is detailed more frequently than in document 32 C/3.

Evolution of RBM: The application of the RBM logic in reporting has increased. Colleagues are more familiar with the idea of "result". There is, however, still room for improvement. The introduction of the use of performance indicators in document 32 C/5 should help in this regard. Also, it would be useful to develop a set of common indicators for assessing the performance of the programmes for each of the five functions.

In comparison with document 32 C/3, the elements on which no improvement has been noted, and which thus constitute important challenges, include:

Some weaknesses of document 30 C/5 were not corrected in document 31 C/5: The structure of the programme normally requires that MLAs are placed under subprogrammes and expected results are mentioned at the MLA level under the subprogrammes. However, in certain cases, expected results are placed directly under a subprogramme (e.g. Subprogramme II.1.1) or MLAs appear directly under a programme, the subprogramme level being absent (Major Programme III). Performance indicators in document 31 C/5 did not accompany expected results.

Insufficient use of SISTER: The C/3 team was unable to base document 33 C/3 on work plans and results achieved entered into SISTER. Out of 6,855 expected results entered into SISTER for the 31 C/5 work plans, results achieved and comments were entered for only 1,112 of them (16%). A means of preventing duplication of effort for statutory and other reporting would be to require contributors and services in charge of monitoring implementation and formalizing reports to systematically use a common database, in which case SISTER is to be used more consistently.

Insufficient attention paid to the C/4 document: Although cited in document 31 C/5 and in the forms sent out by the C/3 team, the expected outcomes given in document 31 C/4 are rarely explicitly reported upon. In consequence, document C/3 does not yet provide a base for report-

ing on progress in achieving the expected outcomes in document 31 C/4, although improvements in document 32 C/5 may help to improve the situation. Further, document 34 C/3 will have to explicitly assess the extent to which the outcomes in document 31 C/4 have been achieved.

The quality of reporting at the MLA and subprogramme levels varies enormously: Sometimes large differences are found under the same subprogramme regarding the quality of MLA assessments. This tends to show that the quality of reporting and of coordination depends on individuals, or that reporting obligations are not sufficiently respected and enforced.

Insufficient coordination of Cross-Cutting Theme projects: There was widespread dissatisfaction with the intensity of coordination of CCT projects and the lack of a backstopping support mechanism.

Contributions insufficiently analytical: Contributions remain generally insufficiently analytical. Contributors were requested to report on “effectiveness and impact of programmes delivered”. They tended to report on activities that were undertaken, but rarely presented assessments of the degree of attainment of expected results and the reasons for success or failure. The elaborations on strategy are also weak.

Shortcomings: Failures, and less successful activities are rarely mentioned, with the exception of details given in some activity forms. When weak aspects are mentioned, they are usually attributed to external factors, such as low levels of involvement of partners, or shortage of human or financial resources.

Use of evaluations: Evaluations are rarely mentioned and almost never commented upon, even where the C/3 team reminded contributors of relevant evaluations.

Features emanating from the new approaches followed in document 33 C/3

Several **achievements** are recognized:

Field offices (FOs) participated in the exercise with evident enthusiasm: In the process of providing, amending and completing their contributions, the FOs displayed goodwill and

interest, seeming grateful for the advice provided and keen that their work be reflected as forcefully as possible in the C/3 document. In this regard, the C/3 exercise did serve as a learning experience. A total of 49 field offices made submissions for document 33 C/3. By presenting many and detailed field offices assessments in the C/3 document, as well as activity forms on the website, the expectation is that the reader’s perception of the nature of the Organization and its delivery mechanisms will change since in previous C/3 documents the field offices were hardly visible.

Participatory mechanisms: Issues relating to participatory mechanisms, and beneficiaries/stakeholders’ (National Commissions, NGOs, civil society organizations, local partners) involvement tend to be dealt with in the submissions from the field offices, as opposed to in assessments given in the MLA and subprogramme responses.

The synthesis report: IOS undertook at short notice to prepare a synthesis report. Requests to supply additional details were responded to in a spirit of cooperation by several of the Sectors. The process of drafting the synthesis report highlighted some gaps in the original submissions from the Sectors, mainly details on the inputs utilized (regular budget, extrabudgetary funding, and staffing) and on outputs, such as the number of publications, tool kits and policy briefs provided.

Challenges recognized include:

Intersectoral work: Evidence of results from work involving two or more programme sectors is rare. Also, the reports submitted did not make reference as to how the implementation of the Participation Programme in Member States supported or complemented the implementation of the regular programme, or vice versa.

Management of relations Headquarters-FOs: The reports submitted were largely silent on the management of relations between Headquarters and FOs. On several occasions, contributions at MLA level highlighted that with the ongoing decentralization process, programme officers at Headquarters were less and less aware of what was happening in the field. Equally, FOs voiced certain concerns in this regard. A more systematic exchange of information between field offices and Headquarters will help to remedy this situation.

Performance indicators: Performance indicators (requested in activity forms) were widely absent or lacking. A refinement of the results-based approach in document 32 C/5 is expected to rectify this shortcoming.

Sampling used for the synthesis report: In general the sampling used in the synthesis report was that of selecting the first expected result of the first MLA or the first CCT project. Several colleagues felt that this did not fairly represent their performance as they would have preferred to select the expected results to be presented. The notice given for confirmation of the details to be included in the synthesis report was considered to be too short by the Sectors and Services.

Programming, programme implementation and reporting

Document 33 C/3 informing document 33 C/5:

Several distinct themes and issues emerged from the submissions for document 33 C/3, which may also inform document 33 C/5. These cover UNESCO as a whole, the issue of decentralization and partnerships; for the Education Sector, EFA and HIV/AIDS; for the Science Sector, Water and ecosystems; for the Social and Human Sciences Sector, Ethics and Human Rights; for the Culture Sector, Cultural diversity and cultural heritage; and for the Communication and Information Sector, the Use of ICTs and Information for All. These themes and issues are briefly discussed below.

Decentralization, partnerships and cross-cutting themes:

The large number of success cases reported by the field offices indicates the importance of the decentralized network in programme delivery. Submissions from all the Sectors highlighted partnerships as a mechanism employed to secure successful programme delivery. However, few gave enough details to show how these actually contributed to UNESCO fulfilling its functions. Several of the cases reported on the amounts of money contributed by the partners without indications as to what UNESCO's contributions to the partnerships were. In the absence of such information, questions of effectiveness cannot be answered. This will become even more important as UNESCO enters into more and more partnerships. The Sectors also noted the difficulties associated with the implementation of projects under the Cross-Cutting Themes.

EFA and HIV/AIDS: The EFA-related activities are broadly well defined, namely work with Member States to complete relevant plans, implement activities agreed-upon in the EFA plans, and monitor progress being made by the Member States. As such, with well-defined results, programme implementation can be quite focused in the field. Further, several of the other education MLAs were rightly considered to be contributing to EFA, hence the clear reference to EFA in the submissions for document 33 C/3. The ongoing EFA strategic review is expected to contribute to a better orientation and focusing of the programmes in document 33 C/5. The external evaluation of UNESCO's response to HIV/AIDS generated much interest with the various meetings held to discuss the findings and to consider how HIV/AIDS activities should feature in document 33 C/5 building on the new HIV/AIDS preventive education strategy. Submissions from the field offices highlight their work on HIV/AIDS-related education activities.

Water and associated ecosystems: The choice of water and related ecosystems as principal priorities was fully validated by the results reported by the Science Sector, which culminated in the publication of the first *World Water Report*. This coincided with the worldwide attention being paid to water and associated ecosystems. Major external evaluations of both the International Hydrological Programme (IHP) and the International Geological Correlation Programme (IGCP) programmes identified various achievements and challenges associated with the programmes (170 EX/14 and 169 EX/22). The actions sanctioned by the Director-General as a result of the evaluations include improving the working relationships with their respective National Committees.

Ethics of science and technology and human rights:

Activities in the areas of ethics of science and technology featured prominently in Major Programme III. Likewise, the Rio Declaration on Ethics in Science and Technology adopted at the third session of the World Commission on Ethics of Scientific Knowledge and Technology (COMEST) provided a successful starting point for new regional emphasis to promote the international debate on the ethics of science and technology. The 32nd session of the General Conference adopted the UNESCO Strategy on Human Rights (32 C/57) and the UNESCO Integrated Strategy to Combat Racism, Discrimination, Xenophobia and Related Intolerance (32 C/13). The Sector initiated preparations for the World Forum on

Human Rights to be organized in Nantes, France, (16-19 May 2004) by the City of Nantes in partnership with the French National Commission for UNESCO. The three major themes of the Forum are: Human Rights and Terrorism; New Forms of Discrimination and Human Rights; and Poverty as a Violation of Human Rights.

Cultural diversity and cultural heritage: The role of both the tangible and intangible cultural heritage was emphasized in the submissions from the Culture Sector. In particular, the adoption by the General Conference of the International Convention for the Safeguarding of the Intangible Cultural Heritage and the ongoing, highly valued work of the World Heritage Centre are relevant for UNESCO in fulfilling its mandate in peace building. Examples in peace-building include: work in ensuring inter-community protection of national monuments in Bosnia and Herzegovina and Kosovo in the reconstruction of the Mostar bridge and surrounding historic buildings, in cooperation with the World Bank and the international community, and the rehabilitation of historic centres and religious monuments in the Balkans.

Information for all: The CI Sector highlighted the importance of access to information, and the use of ICTs in education. A particular achievement of the Sector was in the use of innovative programme delivery mechanisms, namely the use of information and communication technologies to implement activities in such projects as developing open learning communities for gender equity with the support of ICTs and ICT-based training in basic education for social development was of core importance.

Programming levels: Document 31 C/5 used six programming levels: Major Programme, Programme, Subprogramme, Main Line of Action (MLA), Action and Activities. Document 31 C/5 included several cases in which some sectors positioned MLAs directly under the programme level without the use of the subprogramme level. Further, in the replies received from the sectors and field offices concerning reports on achievements, there was sometimes no mention of the action level. The use of the various programming levels thus varies from one Sector to the next, and a full understanding of this is required.

Expected results: The formulation of expected results has improved for document 31 C/5 when compared to document 30 C/5; this could

already be attributed to the training in RBM conducted by BSP. However, several of the expected results which the C/3 team tried to verify were rather vague, being formulated using terms such as “capacity strengthened”. Without any indication as to the original capacity, it is not possible to verify whether capacity has indeed been strengthened. Further, the bulk of the expected results refer to “what was undertaken” using descriptions such as: “donate”, “provide”, “support” and “organize”. The submission by Sectors on training were particularly problematic in that few of them actually indicated what the beneficiaries of the training had been successful in doing with their new or updated knowledge and skills. However, the situation is expected to improve as document 32 C/5 has included performance indicators. BSP needs to continue working with the Sectors to improve their performance in formulating expected results.

Performance indicators: Performance indicators are generally absent or vague, both in document 31 C/5 and in the activity sheets submitted by the Sectors. Document 32 C/5 contains a number of performance indicators and it is understood that they will be used more extensively in document 33 C/5. This will go a long way in assisting the programmes to properly define various dimensions of their expected results. Here also BSP will have to continue working with the Sectors in formulating indicators.

Programme implementation

Links between regular programme and extrabudgetary resources (EXB): The submissions received from the Sectors invariably mention the raising of extrabudgetary resources. This constituted a marked improvement from the previous C/3 document. However, the relationship between the regular budget and the extrabudgetary resources is seldom shown, especially with regards to the respective inputs when both are combined for given activities. The C/3 team also noted that very little was said about programme effectiveness and impacts, even though Sectors were reminded about this. The implication here is that without concrete information as to the full extent of resources utilized, and the results actually achieved, it becomes impossible to assess the effectiveness of the various programmes. In terms of total amounts, extrabudgetary funds represented a larger part than that from the regular budget, indicating the success of the Sectors in mobilizing extrabudgetary funding.

Reporting

Monitoring of programme activities and self-evaluation: Monitoring information in SISTER was present for just 16% of the expected results for the work plans entered for document 31 C/3. The implication is that the use of SISTER for monitoring purposes has to be improved and adjustments are currently being introduced. Also, the systematic use of self-evaluation would invariably contribute to the collection of monitoring information while at the same time assisting in focusing the implementation of the various programmes. IOS had started an initiative in capacity-building in self-evaluation for the Sectors, and this will continue during the biennium.

Synthesis report of draft document 33 C/3: The synthesis report of draft document 33 C/3 was completed on a trial basis as part of the ongoing process of enhancement of the C/3 process. It also seeks to contribute to reducing the volume of documentation (166 EX/Decision 5.2), while capturing details essential for governance purposes. In this regard, the Director-General would like to invite the Executive Board to comment on the usefulness of the synthesis report (less than 50 pages) supported by a full version (300+ pages) on the website. The drafting of the synthesis of draft document 33 C/3 highlighted several lessons that will be useful when considering enhancements of the C/3 document as a whole. These include: the synergy between the EX/4 document and the C/3 document and the clear identification of parameters for assessing the Organization's programme performance, such as the various input resources, programme delivery mechanisms, deliverables, and results.

Synergy: EX/4 and C/3 documents: Sectors are statutorily required to report on the implementation of the programmes through the EX/4 document four times in the biennium. At the end of the biennium, the Sectors have to make submissions for the C/3 document on the performance of the same programmes in their totality. Since both sets of reports cover the same programme activities, efforts need to be made to better align reporting obligations pertaining to the EX/4 and C/3 documents, which are very complementary and offer room for synergy.

Enhancement for the C/3 document

Reporting to the Executive Board and enhancements proposed for the C/3 document: Can the C/3 process be enhanced? The answer is yes. Referring to the possible synergy between the EX/4 document and the C/3 document, and the lessons learnt when compiling the 33 C/3 synthesis report, the following processes should be possible:

- The Sectors should continue to make the necessary submissions for the EX/4 document to BSP four times in the biennium;
- The Sectors and Services should additionally perform self-assessments of their programmes and services and capture details on emerging issues, strengths, lessons learnt, and limitations/challenges, making due reference to the EX/4 documents, and submit these to IOS at the end of the biennium;
- The Sectors and Services should also select two expected results; one reflecting achievements, and the other reflecting challenges, and submit details on these to IOS. It should be recalled that IOS selected the first expected result under the first MLA under each sub-programme or programme in the sampling framework for the 33 C/3 synthesis report. In future, the Sectors and Services will have to make the selections;
- IOS will then undertake the necessary verification of the information submitted and collate the details from the self-assessments and the two expected results from each Sector/Service into a shortened C/3 report of, say, not more than 50 pages.

This approach would likely eliminate the need for the eight-month process of completing the full C/3 document and would allow for the publication of a shortened C/3 document within the first few months following the end of a given biennium. This will provide essential programme management information to support decision-making on the future direction of the programme.

A further enhancement of the C/3 document will have to be made in document 34 C/3 to report on the extent to which the outcomes of document 31 C/4 have been achieved.