



United Nations
Educational, Scientific and
Cultural Organization

34 C/5
Approved

Approved
Programme and Budget

2008–2009



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Educational, Scientific and
Cultural Organization

Approved Programme and Budget 2008–2009

**34 C/5
Approved**

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Introduction by the Director-General

I am pleased to present to Member States in consolidated form the Approved Programme and Budget for the 2008-2009 biennium with its unanimously agreed budget of US \$631 million. This document incorporates all decisions taken by the General Conference at its 34th session in October and November 2007.

This Programme and Budget represents in my view a fair balance between what is required to preserve and solidify UNESCO's role as the premier multilateral organization for education, the sciences, culture and communication and what is financially feasible in the present global context. The 34 C/5 document is aligned with the broader goals and concrete objectives set out in the Approved Medium-Term Strategy for 2008-2013 (34 C/4). Indeed, without the guidance and direction rooted in the C/4 document, there could be no solid basis for a C/5 document.

This document integrates UNESCO's response and contribution to the dynamic reform processes permeating the United Nations system at global, regional and country levels, with its special emphasis on enhancing coherence and "delivering as one". Document 34 C/5 Approved represents an unequivocal commitment to the internationally agreed development goals, including those set out in the 2000 Millennium Declaration and the 2005 World Summit Outcome Document. The other objective of this document is to improve the quality of programme delivery and results. This lays the foundation for accountability, being understood as accountability for results, coupled with financial and administrative transparency and probity.

A renewed commitment to the international agenda and aspirations

The present Programme and Budget recognizes that the world community must dramatically scale up its efforts if international development objectives are to be met. We are halfway towards the 2015 target date for reaching the Millennium Development Goals (MDGs) and, with primary emphasis, the six Dakar Goals of Education for All (EFA). While progress has been made, we still have a very long way to go. With respect to achieving EFA – which is our Organization's first priority – maintaining global momentum is imperative. UNESCO must and will pursue its role more vigorously – both as global coordinator and advocate, as envisaged in the EFA Global Action Plan, and in terms of the technical assistance we provide at country level.

Document 34 C/5 Approved recognizes that new challenges are emerging, alongside established development objectives. For example, action to respond to the impact of global climate change now forms an integral part of our agenda. Document 34 C/5 Approved recognizes the linkages of the various components of the global agenda with UNESCO's primary fields of competence in education, the sciences, culture, communication and information. Nurturing the ability to build bridges between these sectors, disciplines and challenges is a key feature of UNESCO's action and undeniably one of UNESCO's comparative advantages in the multilateral context.

Programmatic characteristics of document 34 C/5 Approved

Let me highlight some salient programmatic features of the present document 34 C/5 Approved, some of which I will elaborate on later in this introduction:

- The policy direction and focus provided by the Medium-Term Strategy for 2008-2013 (34 C/4 Approved) through its overarching objectives and strategic programme objectives is translated in document 34 C/5 Approved into **more concrete thematic and policy-style approaches**.
- In response to the overarching objectives and strategic programme objectives identified in document 34 C/4 Approved, a limited set of biennial sectoral priorities with measurable expected results has been formulated, thereby ensuring **a seamless transition between UNESCO's medium-term and biennial programmes**.
- The biennial sectoral priorities have then been developed into a small **number of main lines of action**, whose overall number has been significantly tightened when compared to previous C/5 documents.
- **Intersectorality and interdisciplinarity** have been given special emphasis, reflecting one of UNESCO's key comparative advantages within the United Nations system, namely its ability to respond to complex contemporary problems in a comprehensive and substantively appropriate manner.
- A number of priority themes and challenges calling for a concerted and comprehensive response by the Organization have accordingly been identified as **intersectoral platforms**, as summarized in a separate chapter.
- It is particularly responsive to the two global programme priorities of document 34 C/4 Approved: **Africa and gender equality**. These priorities have been built into all programme components and are visibly presented for each major programme.
- It is built on the principle of **RBM** (results-based programming, management, monitoring and reporting).
- It solidifies and advances the broader **reform agenda of UNESCO** in the areas of decentralization and management, which has been given fresh impetus in the context of the ongoing United Nations reform at large.
- Appropriations will henceforth be made at the major programme level. This allows for a **better concentration of the Organization's work, enhanced flexibility** in implementation both at Headquarters and at the field level, and a **simplification of procedures**.

I am particularly satisfied that the Programme and Budget for 2008-2009 represents the outcome of a very extensive and thorough consultative process, involving all stakeholders in UNESCO and the UNESCO family, including regional meetings with National Commissions in five regions and responses by Member States to a written questionnaire.

The Executive Board had an important role in shaping the present document. At its 176th session, the Executive Board agreed on important revisions and a sharpening of the focus of the then draft 34 C/4 document proposed by me. Taking these proposed changes into account, I felt it necessary to refine and concentrate further the first version of the draft 34 C/5 document with a view to achieving a seamless transition from the 34 C/4 to the 34 C/5 and a programmatic coherence between both documents. Through the invaluable work of the Board's Drafting Group, pertinent comments and recommendations were developed and submitted by the Board for consideration and approval by the General Conference.

Shaping the 34 C/5 also benefited from evaluations, strategic reviews and reform initiatives, in particular the reform of Major Programme I (Education), the overall review of Major Programmes II (Natural Sciences) and III (Social and Human Sciences) by the committee established for that purpose, and the restructuring of Major Programme IV (Culture). Taken together, these processes have allowed me to draw up a programme responsive to a rapidly changing global environment.

Seamless transition between 34 C/4 and 34 C/5 documents

Special efforts have been made to make the Programme and Budget and the Medium-Term Strategy fully coherent, focused on the achievement of a limited number of broad strategic objectives, in accordance with the General Conference resolution on the preparation of the Draft Medium-Term Strategy for 2008-2013 (33 C/Resolution 1), and equally mindful of the provisions of 33 C/Resolution 64 on the future role of UNESCO. Both documents are cast in the “programme approach”, so as to enable UNESCO to respond through a problem-based orientation to major challenges at global, regional and national levels in and through all its fields of competence.

Each programme sector has sought to sharpen its focus and approach in order to implement our different roles and responsibilities at various levels. This includes: (i) policy advice and institutional capacity-building; (ii) normative and standard-setting activities, including a reflection of normative-operational linkages, especially at the country level; (iii) monitoring and benchmarking responsibilities; and (iv) UNESCO’s contribution in support of national development plans, through participation in United Nations common country programming exercises by United Nations country teams. I am convinced that document 34 C/5 Approved will allow UNESCO to position itself firmly at the core of the United Nations agenda and to contribute to a hitherto non-existing extent to country-level development in a quest for coherence with other member organizations of United Nations country teams.

The Programme and Budget for 2008-2009 will allow UNESCO to carry out its five established functions for the international community: (i) laboratory of ideas; (ii) standard-setter; (iii) clearing house; (iv) capacity-builder in Member States in UNESCO’s fields of competence; and (v) catalyst for international cooperation. As specified in the Medium-Term Strategy, these core functions and the ways in which they are pursued can and will evolve to respond to changing circumstances in the environment in which UNESCO operates.

Enhancing intersectoral and interdisciplinary action

Intersectorality and interdisciplinarity have been given particular emphasis in document 34 C/5 Approved, reflecting one of UNESCO’s key comparative advantages within the United Nations system, namely its ability to respond to complex problems in a comprehensive and substantively appropriate manner. A number of priority themes and challenges calling for a concerted and comprehensive response by the Organization are summarized in a separate chapter of document 34 C/5 Approved, which sets out a number of operational intersectoral platforms. UNESCO’s ability to combine the contributions of different sectors and disciplines in a strategic manner will increase the relevance and impact of its action. This should allow UNESCO to function as required in a transversal fashion, as a “matrix organization”.

It is my expectation that the scope and depth of intersectoral and interdisciplinary engagement will increase gradually in the course of the Medium-Term Strategy, building on lessons learnt during each

biennium. For each of the platforms proposed, new modalities, arrangements and mechanisms have been or will be devised and introduced. These approaches will allow UNESCO to “deliver as one”.

Two overarching global priorities: Africa and gender equality

The Programme and Budget for 2008-2009 translates the two top programme priorities identified in the Medium-Term Strategy, Africa and gender equality, into operational and tangible actions. These priorities have been built into all programme components, and are visibly reflected for each major programme in separate boxes, identifying key programmatic contributions, strategic orientations and expected results.

Africa as a whole will continue to be a significant priority for UNESCO, which will address the needs of the continent in all its five fields of competence. UNESCO’s action in Africa will respond to national development needs and take into account the exigencies of regional integration articulated by the African Union, including through its New Partnership for Africa’s Development (NEPAD) programme and subregional organizations. Special attention will be given in 2008-2009 to the outcomes and recommendations of the African Union on culture and education (Khartoum Summit) and on science and technology for development (Addis Ababa Summit).

Gender equality has been identified as a global priority at various United Nations conferences and summits, most recently in the 2005 World Summit Outcome document. Accordingly, it has been accorded special emphasis in the context of United Nations reform. In 2008-2009, UNESCO will reinforce its action in favour of gender equality in and through its fields of competence. Particular attention will be paid to the pursuit of two mutually reinforcing objectives: firstly, ensuring full implementation of the gender mainstreaming strategy in all major programmes; secondly, ensuring that the specific needs of women and girls are considered a priority in its programmes, especially at the country level. The emphasis on gender equality is integrated into the strategies for each biennial sectoral priority and reflected, as appropriate, in the results chain for the various MLAs.

Naturally, the Programme and Budget for 2008-2009 also reflects the repeated calls of our Member States for strengthened and targeted intervention in favour of youth, the least developed countries and small island developing States (SIDS), concentrating on groups that are most in need, including indigenous peoples. Together with an increasing focus on South-South cooperation in all of UNESCO’s fields of competence, these preoccupations will be fully integrated into our programmes.

Furthering organizational reform

Document 34 C/5 Approved provides UNESCO with the means to pursue its internal reform up to the end of 2009. Indeed, our work is only as strong as its foundations. I believe that the measures I have taken – with the support of Member States – to improve management and working methods, and to strengthen decentralization and staff policy, stand us in very good stead. However, I also know that reform is a long-term process.

Document 34 C/5 solidifies and advances the broader reform agenda of UNESCO in the areas of decentralization and management. This has been given fresh impetus in the context of United Nations reform and has led to a strengthening of our field system to underline our commitment to deliver in a coherent, efficient and improved manner within a coordinated United Nations response to country needs and priorities. Particular attention will be paid to the following complementary objectives: increasing field

accountability with regard to decentralized programmes and overall field operations; reinforcing capacities of field offices involved in reform initiatives; devising modalities for an efficient interaction with United Nations country teams in countries where UNESCO has no resident status; maintaining smooth information flows, including appropriate policy guidance from Headquarters to the field; upgrading field staff skills to engage effectively in common country programming exercises; and undertaking training for Headquarters and institutes staff to bolster effective backstopping.

Implementing with and through the “UNESCO family” at large

Document 34 C/5 Approved builds on the vital importance of partnerships to UNESCO’s work. This means first and foremost our collaboration with members of the “UNESCO family” – that is, with National Commissions, national committees of intergovernmental programmes, category 2 centres, UNESCO Chairs, Associated Schools, and clubs and associations. We will do more to optimize the use of these valuable networks and intermediaries.

We also need to realize the full potential of our longstanding cooperation with civil society. This includes our growing partnerships with the private sector. UNESCO’s engagement with and for youth has also proved vital over the years, connecting the Organization with this most important constituency wherein lies our future.

The need for enhanced partnerships likewise extends to our collaboration with other United Nations bodies, especially for the purpose of strengthening United Nations system-wide coherence at the country level. The United Nations must “deliver as one” in response to Member States’ needs and priorities, as outlined above.

Emphasis on results-based management and accountability

Document 34 C/5 Approved is built on the principle of RBM (results-based programming, management, monitoring and reporting). For each major programme, information on strategies to be followed during implementation is given for each biennial sectoral priority. Main lines of action focus on the presentation of expected results and performance indicators, and where necessary benchmarks. In its programme execution, UNESCO will continue to follow a SMART (specific, measurable, attainable, relevant and time-bound) approach.

Regular monitoring and reporting against results will be a priority in 2008-2009. UNESCO’s results-based approach, which is constantly reviewed for consistency with United Nations-wide practices, will facilitate regular monitoring of the programme at all levels, as well as the preparation of evaluation reports, including those for the governing bodies, such as the C/3 and EX/4 documents. This approach is also harmonized with online programming and management tools such as FABS and SISTER.

Budgetary milestones

The presentation of the budget has been both enhanced and simplified. A table showing staff funded under the regular budget and from extrabudgetary resources has been introduced for each sector/bureau. The number of programming levels in the 34 C/5 has been limited to two – major programme (MP) and main line of action (MLA). Appropriations have been made at the major programme level. This streamlining is designed to allow for a better concentration of the Organization’s work, enhanced flexibility in

implementation both at Headquarters and at field level, and simplification of procedures and increased visibility for outside partners.

The budget level of document 34 C/5 Approved of US \$631 million corresponds to a nominal increase of 3.4% compared to document 33 C/5 Approved. I am convinced that a budget ceiling of US \$631 million, which was approved by consensus by the General Conference, provides the solid basis and framework required for the delivery of the Programme of the Organization over the next two years. Let me reaffirm that I stand ready to do my utmost to ensure the most effective and high-quality implementation by the Secretariat of the Programme approved by the General Conference.

This budget level marks a break with the detrimental zero-nominal growth cycle that had been the norm over the last several biennia, except for the time when the United States returned as a Member State.

Nevertheless, this budget does represent a cut of 2.9% in volume because it will not be possible to cover all of the technical adjustments, estimated at 1.4%, and the nominal and statutory adjustments, estimated at 4.9%, over two years:

Appropriations in \$ million	Staff	Activities	Total	Δ%
33 C/5 Approved	349.9	260.1	610.0	
Variation in volume	5.2	(22.9)	(17.8)	(2.9)
Technical adjustments	–	8.5	8.5	1.4
Recosting	18.3	11.9	30.3	4.9
34 C/5 Approved	373.4	257.6	631.0	3.4

Since the beginning of my mandate, which began in the biennium of document 30 C/5 Approved, I have made constant efforts to strengthen the programmes and budgets of field offices, particularly in relation to permanent posts. Such efforts are also evident in document 34 C/5 Approved. For example:

A comparison between the approved budget over the past biennia shows that since the 30 C/5 I have abolished 335 permanent posts at Headquarters, which is approximately 21% of the initial posts at Headquarters, while having established 142 field posts, thus increasing field posts by approximately 27%.

Established posts	TOTAL	HQ	Field	Field (% of total)
30 C/5 Approved	2 118	1 587	531	25%
31 C/5 Approved	1 983	1 417	566	29%
32 C/5 Approved	1 946	1 365	581	30%
33 C/5 Approved	1 879	1 268	611	33%
34 C/5 Approved	1 925	1 252	673	35%
<i>Difference: 34 C/5 vs. 30 C/5</i>	<i>-193</i>	<i>-335</i>	<i>142</i>	
<i>Difference: as a % of 30 C/5</i>	<i>-9%</i>	<i>-21%</i>	<i>27%</i>	

Further details are provided below for the evolution of established posts between the 33 C/5 and the 34 C/5, in terms of category of post.

Established posts	Total			Headquarters			Field			% of total
	P	G/L	Total	P	G/L	Total	P	G/L	Total	
33 C/5 Approved	928	951	1 879	588	680	1 268	340	271	611	33%
Net variation	39	7	46	6	(22)	(16)	33	29	62	
34 C/5 Approved	967	958	1 925	594	658	1 252	373	300	673	35%

At the same time, I have increased the relative weight of the appropriations for activities and have concentrated the programmes. All of this was achieved while concomitantly effecting reforms. Furthermore, between documents 33 C/5 Approved and 34 C/5 Approved the relative share of posts assigned to programmes in comparison with posts assigned to support sectors/bureaux has further improved, as shown in the table below:

Evolution of established posts under the regular budget by budget part						
		33 C/5 Approved	Comparative Transfers	33 C/5 Adjusted	Variation vis-à-vis 33 C/5 Adjusted	34 C/5 Approved
Part I	General Policy and Direction	86	(3)	83	7	90
Part II	A. Programmes	1 103	(4)	1 099	52	1 151
	C. Programme-Related Services	118	4	122	(2)	120
	<i>Total, Part II</i>	<i>1 221</i>	–	<i>1 221</i>	<i>50</i>	<i>1 271</i>
Part III	Support for Programme Execution and Administration	572	3	575	(11)	564
	Total	1 879	–	1 879	46	1 925
	Subtotal II.A/TOTAL	58.7%		58.5%		59.8%
	Subtotal II/TOTAL	65.0%		65.0%		66.0%

Lastly, since Document 30 C/5 Approved there has been a constant improvement in the ratio of posts in the Professional category and above relative to posts in the General Service category:

Evolution of the ratio of posts in the Professional category and above				
	Professional category and above	General Service posts (G/L)	Total	Ratio of Professional category and above vs. Total
30 C/5 Approved*	931	1 187	2 118	44.0%
31 C/5 Approved*	895	1 088	1 983	45.1%
32 C/5 Approved*	935	1 011	1 946	48.0%
33 C/5 Approved	928	951	1 879	49.4%
34 C/5 Approved	967	958	1 925	50.2%

* The distribution between Professional and General Service posts for documents 30 C/5 to 32 C/5 differs from the numbers shown in C/5 documents which were already published, as posts for National Professional Officers (NPOs) are now categorized in the Professional category while they were combined with the Local (L) posts under documents 30 C/5, 31 C/5 and 32 C/5.

Let me also note that in line with 176 EX/Decision 39, I have established a Bureau of the Comptroller (BOC) as a new central service in order to strengthen internal financial control. This new Bureau consists of the former Division of the Comptroller which was previously in the Administration Sector (ADM/DCO). This change is now fully reflected in document 34 C/5 Approved.

Looking ahead

This Programme and Budget for 2008-2009 reflects the determination of UNESCO to pursue its mission and to demonstrate its vitality and continued relevance in an increasingly complex and rapidly changing world. UNESCO is needed now more than ever – to ensure education for all, to build inclusive knowledge societies, to preserve and encourage cultural diversity, to promote sustainable development through the natural and social sciences, and to support freedom of information and expression for all. Together, and with the help of our many partners, we must pursue these noble goals and ensure that UNESCO makes a real difference at the global, regional and country levels.

One of UNESCO's most precious assets in pursuing these goals is its unique ability – in the spirit of the mission statement of document 34 C/4 – to serve as a place for peaceful and constructive exchange and dialogue, fostering mutual agreements and commitments between peoples and nations. We have a common will to realize our ambitions in a consensual fashion, in a spirit of mutual respect and understanding. This, I wish to repeat, is one of our most invaluable treasures. I am confident of the ability of the Organization and its staff to live up to the expectations of Member States.

With this Programme and Budget, UNESCO's General Conference has set a strong and compelling agenda for future action, which expresses renewed determination, as well as faith in our future endeavours. The world needs UNESCO. And UNESCO will not be found wanting. I, for one, pledge to you to do my utmost to steer the Organization towards the fulfilment of our global, regional and country-level objectives through excellence, dedication and delivery.



Paris, February 2008

Koïchiro Matsuura

Appropriation resolution for 2008-2009

The General Conference,

Having examined the Draft Programme and Budget for 2008-2009 presented by the Director-General (34 C/5 2nd version Vols. 1 and 2 and Corr.-Corr.2), documents 34 C/6, 34 C/6 Add.-Add.2, 34 C/8, 34 C/8 ADM, 34 C/8 CI, 34 C/8 CLT, 34 C/8 ED, 34 C/8 PRX, 34 C/8 SC, 34 C/8 SHS, 34 C/DR.18, 34 C/DR.20, 34 C/DR.39, 34 C/INF.17 as well as 34 C/64 and the reports of its commissions,

1. *Approves* the appropriations for 2008-2009 as contained in the annex to document 34 C/64 and amended by the joint meeting of the programme commissions and the Administrative Commission concerning the transfer of \$500,000 from Part I and/or Part III to the Intergovernmental Oceanographic Commission (IOC);
2. *Encourages* the Director-General to look for ways to reinforce in particular the Intergovernmental Oceanographic Commission (IOC), as well as to strengthen the education institutes during the implementation of the Programme and Budget for 2008-2009, bearing in mind the debate which took place at the joint meeting of the commissions;
3. *Resolves* that:

A. Regular programme

- (a) For the financial period 2008-2009 the amount of \$631,000,000⁽¹⁾ is appropriated as follows:

Appropriation line	\$
PART I GENERAL POLICY AND DIRECTION	
A. Governing bodies	
1. General Conference	5 513 400
2. Executive Board	7 882 800
Total Part I.A	13 396 200
B. Direction <i>(Including: Directorate; Office of the Director-General; Internal Oversight; International Standards and Legal Affairs; Ethics Programme)</i>	20 677 100
C. Participation in the joint machinery of the United Nations system	10 234 600
TOTAL, PART I	44 307 900
PART II PROGRAMMES AND PROGRAMME RELATED SERVICES	
A. Programmes	
Major Programme I – Education⁽²⁾	108 468 300
Major Programme II – Natural sciences⁽³⁾	56 774 300
Major Programme III – Social and human sciences	29 196 900
Major Programme IV – Culture	51 382 600
Major Programme V – Communication and information	31 919 900
UNESCO Institute for Statistics	9 020 000
Field – Management of decentralized programmes	45 473 600
Total, Part II.A	332 235 600
B. Participation Programme	18 800 000
C. Programme related services	
1. Coordination and monitoring of action to benefit Africa	4 655 100
2. Fellowships Programme	1 775 900
3. Public information	13 813 500
4. Strategic planning and programme monitoring	5 927 300
5. Budget preparation and monitoring	4 871 300
6. Anticipation and foresight	1 355 300
Total, Part II.C	32 398 400
TOTAL PART II	383 434 000

PART III	SUPPORT FOR PROGRAMME EXECUTION AND ADMINISTRATION	
A.	Field management and coordination <i>(Headquarters activities and field office operating costs)</i>	24 178 800
B.	External relations and cooperation	19 564 500
C.	Human resources management	33 506 500
D.	Administration	110 776 500
	TOTAL, PART III	188 026 300
	TOTAL, PARTS I – III	615 768 200
	Reserve for reclassifications/merit-based promotions	2 000 000
PART IV	ANTICIPATED COST INCREASES	13 731 800
	TOTAL	631 500 000
	<i>Absorption to be made under Part I and/or Part III</i>	<i>(500 000)</i>
	TOTAL APPROPRIATION	631 000 000

(1) *Parts I-IV are calculated at the constant rate of exchange of 0.869 euro to one United States dollar.*

(2) *The appropriation for Major Programme I includes the financial allocations for the UNESCO education institutes:*

<i>UNESCO International Bureau of Education (IBE)</i>	4 591 000
<i>UNESCO International Institute for Educational Planning (IIEP)</i>	5 100 000
<i>UNESCO Institute for Lifelong Learning (UIL)</i>	2 300 000
<i>UNESCO Institute for Information Technologies in Education (IITE)</i>	1 100 000
<i>UNESCO International Institute for Capacity-Building in Africa (IICBA)</i>	2 000 000
<i>UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC)</i>	2 200 000
Total, UNESCO education institutes	17 291 000

(3) *The appropriation for Major Programme II includes the financial allocations for the UNESCO science institutes:*

<i>UNESCO-IHE Institute for Water Education (UNESCO-IHE)</i>	–
<i>International Centre for Theoretical Physics (ICTP)</i>	1 015 000
Total, UNESCO science institutes	1 015 000

Additional appropriations

- (b) The Director-General is authorized to accept and add to the appropriation approved under paragraph (a) above, voluntary contributions, donations, gifts, bequests and subventions, and contributions from governments taking into account the provisions of Article 7.3 of the Financial Regulations. The Director-General shall provide information thereon to the Members of the Executive Board in writing at the session following such action.

Obligations to be incurred

- (c) Obligations may be incurred during the financial period 1 January 2008 to 31 December 2009 within the limits of the amounts authorized under paragraph (a) above, in accordance with the resolutions of the General Conference and the Financial Regulations of the Organization.

Transfers

- (d) With the approval of the Executive Board, the Director-General is authorized to make transfers from Part IV of the budget (Anticipated Cost Increases) to the relevant appropriation lines in Parts I to III of the budget, for the purpose of meeting increases in staff costs and in the costs of goods and services.
- (e) The Director-General may make transfers between appropriation lines up to an amount of 1% of the initial appropriation, informing the Members of the Executive Board in writing at the session following such action, of the details of and reasons for these transfers. In instances where transfers between appropriation lines entail an amount greater than 1%, the Director-General shall obtain the prior approval of the Executive Board.

- (f) The budget appropriations for the UNESCO Intergovernmental Oceanographic Commission (IOC) and the UNESCO World Heritage Centre (WHC) shall not be decreased by transfers of funds to other parts of the budget.

Staff

- (g) The established posts by grade foreseen for the 2008-2009 biennium are summarized in Annex II of document 34 C/5. The Director-General shall present to the Executive Board for prior approval any change to this Annex, in respect of the total number of posts of grade D-1 and above.
- (h) In accordance with their specific statutes and regulations, posts may be established at the UNESCO International Bureau of Education (IBE), the UNESCO International Institute for Educational Planning (IIEP), the UNESCO Institute for Lifelong Learning (UIL), the UNESCO Institute for Information Technologies in Education (IITE), the UNESCO International Institute for Capacity-Building in Africa (IICBA), the UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC), the UNESCO Institute for Statistics (UIS), the UNESCO-IHE Institute of Water Education (UNESCO-IHE), and the International Centre for Theoretical Physics (ICTP). These posts are not included in the staff establishment table set out in Annex II.

Assessment

- (i) The appropriations authorized under paragraph (a) above shall be financed by assessments on Member States. The assessments on Member States will accordingly amount to \$631,000,000.

Currency fluctuation

- (j) The appropriation under paragraph (a) above is expressed at the constant dollar rate of one United States dollar to 0.869 euro, hence expenditure against this appropriation will also be recorded at that same constant dollar rate. The differences arising from recording expenditure incurred during the financial period in euros at varying operational rates of exchange as compared with the constant rates will be recorded as gains or losses on exchange. Likewise, Member States' contributions in euros will be brought to account at the rate of exchange used to calculate the budget. The differences arising from recording Member States' contributions in euros received during the financial period at varying operational rates of exchange as compared with the constant rate will also be recorded as gains or losses on exchange. The net balance resulting from all gains and losses on exchange, including those mentioned above, under the General Fund at the end of the biennium shall be added to or deducted from Miscellaneous Income.

B. Extrabudgetary programmes

- (k) The Director-General is authorized to receive funds, other than from Member States' assessed contributions, in order to implement programmes and projects consistent with the aims, policies and activities of the Organization and to incur obligations and make payments in respect of such activities in accordance with the rules and regulations of the Organization and the agreements made with funding sources.

Summary by Sector/Unit of regular programme and extrabudgetary activities

Regular budget			Total Appropriation 2008-2009	Extrabudgetary resources ⁽¹⁾
	Staff	Activities		
	\$	\$	\$	\$
PART I GENERAL POLICY AND DIRECTION				
A. Governing bodies				
1. General Conference (GC)	1 053 500	4 459 900	5 513 400	–
2. Executive Board (EXB)	1 717 900	6 164 900	7 882 800	–
Total, I.A	2 771 400	10 624 800	13 396 200	–
B. Direction	18 351 400	2 325 700	20 677 100	1 418 000
C. Participation in the Joint Machinery of the United Nations System	–	10 234 600	10 234 600	–
TOTAL, PART I	21 122 800	23 185 100	44 307 900	1 418 000
PART II PROGRAMMES AND PROGRAMME RELATED SERVICES				
A. Programmes				
Education Sector (ED)	57 706 400	50 761 900	108 468 300	68 582 200
Natural Sciences Sector (SC) <i>(of which IOC)⁽²⁾</i>	35 416 700 4 974 100	21 357 600 4 052 100	56 774 300 9 026 200	175 087 500 5 590 600
Social and Human Sciences Sector (SHS)	19 509 700	9 687 200	29 196 900	10 005 100
Culture Sector (CLT) <i>(of which WHC)⁽³⁾</i>	34 161 700 7 887 100	17 220 900 4 367 000	51 382 600 12 254 100	38 300 700 9 398 000
Communication and Information Sector (CI)	19 237 000	12 682 900	31 919 900	42 205 300
UNESCO Institute for Statistics (UIS)	–	9 020 000	9 020 000	–
Field – Management of decentralized programmes (BFC)	45 473 600	–	45 473 600	920 700
Total, II.A	211 505 100	120 730 500	332 235 600	335 101 500
B. Participation Programme	–	18 800 000	18 800 000	–
C. Programme related services				
1. Coordination and monitoring of action to benefit Africa (AFR)	3 552 100	1 103 000	4 655 100	378 700
2. Fellowships programme (FEL)	639 200	1 136 700	1 775 900	608 800
3. Public information (BPI)	11 247 700	2 565 800	13 813 500	1 138 600
4. Strategic planning and programme monitoring (BSP)	4 991 500	935 800	5 927 300	246 600
5. Budget preparation and monitoring (BB)	4 278 000	593 300	4 871 300	1 569 600
6. Anticipation and foresight (FOR)	929 300	426 000	1 355 300	–
Total, II.C	25 637 800	6 760 600	32 398 400	3 942 300
TOTAL, PART II	237 142 900	146 291 100	383 434 000	339 043 800
PART III SUPPORT FOR PROGRAMME EXECUTION AND ADMINISTRATION				
A. Field management and coordination (BFC)				
– Headquarters	4 536 700	610 100	5 146 800	2 252 000
– Field Offices: operating costs	–	19 032 000	19 032 000	–
B. External relations and cooperation (ERC)	16 433 900	3 130 600	19 564 500	4 729 100
C. Human resources management (HRM)	16 553 200	16 953 300	33 506 500	617 600
D. Accounting, treasury management and financial control (BOC)	8 359 500	2 684 100	11 043 600	1 593 100
E. Administration (ADM)	57 413 100	42 319 800	99 732 900	8 681 100
TOTAL, PART III	103 296 400	84 729 900	188 026 300	17 872 900
TOTAL, PARTS I – III	361 562 100	254 206 100	615 768 200	358 334 700
Reserve for reclassifications/merit based promotions	2 000 000	–	2 000 000	–
PART IV ANTICIPATED COST INCREASES	9 835 500	3 896 300	13 731 800	–
TOTAL	373 397 600	258 102 400	631 500 000	358 334 700
<i>Absorption to be made under Part I and/or Part III</i>	<i>–</i>	<i>(500 000)</i>	<i>(500 000)</i>	<i>–</i>
TOTAL, PARTS I – IV	373 397 600	257 602 400	631 000 000	358 334 700

(1) Funds already received or firmly committed, including posts financed from FITOCA and/or other extrabudgetary funds (OPF).

(2) The budget provision for activities of IOC includes the amount of \$59,900 corresponding to IOC share of HQs indirect programme costs for MP II.

(3) The budget provision for activities of WHC includes the amount of \$52,100 corresponding to WHC share of HQs indirect programme costs for MP IV.

Section 1

**Approved
Programme and Budget**

Part I – General Policy and Direction

Part I – 1

Regular Budget					Extrabudgetary Resources ⁽¹⁾
	Staff	Activities	34 C/5 Approved		
	\$	\$	\$	\$	
A. Governing Bodies					
Chapter 1	General Conference	1 053 500	4 459 900	5 513 400	–
Chapter 2	Executive Board	1 717 900	6 164 900	7 882 800	–
Total, Part I.A		2 771 400	10 624 800	13 396 200	–
B. Direction					
Chapter 3	Directorate	2 716 000	386 400	3 102 400	–
Chapter 4	Office of the Director-General	6 506 800	467 700	6 974 500	536 000
Chapter 5	Internal Oversight	5 014 900	1 147 000	6 161 900	882 000
Chapter 6	International Standards and Legal Affairs	3 600 600	137 700	3 738 300	–
Chapter 7	Ethics Programme	513 100	186 900	700 000	–
Total, Part I.B		18 351 400	2 325 700	20 677 100	1 418 000
C. Participation in the Joint Machinery of the United Nations System					
		–	10 234 600	10 234 600	–
Total, Part I		21 122 800	23 185 100	44 307 900	1 418 000

(1) Funds already received or firmly committed, including posts financed from FITOCA and/or other extrabudgetary funds (OPF).

Part I – 2

ESTABLISHED POSTS BY CATEGORY AND BY FUNDING SOURCE					
General Policy and Direction	DG	DDG	ADG/D/P/NPO	GS/L	Total
General Conference					
<i>Regular Budget</i>	–	–	2	2	4
Executive Board					
<i>Regular Budget</i>	–	–	4	4	8
Direction					
<i>Regular Budget</i>	1	1	49	27	78
<i>Extrabudgetary</i>	–	–	4	–	4
Total, Headquarters					
<i>Regular Budget</i>	1	1	55	33	90
<i>Extrabudgetary</i>	–	–	4	–	4
GRAND TOTAL	1	1	59	33	94

Items of Expenditure	Regular Budget			Extrabudgetary Resources ⁽¹⁾
	Staff	Activities	Total	
	\$	\$	\$	\$
A. Governing Bodies				
Chapter 1 General Conference				
I. Staff (established posts)	1 053 500		1 053 500	–
II. Other costs:				
External Audit Fees		434 000	434 000	–
Participants (delegates) travel		80 000	80 000	–
Interpretation, translation and documentation services		3 701 900	3 701 900	–
Other costs relating to the functioning of the Conference		244 000	244 000	–
Total, Chapter 1	1 053 500	4 459 900	5 513 400	–
Chapter 2 Executive Board				
I. Staff (established posts)	1 717 900		1 717 900	–
II. Other costs:				
Travel by Members of the Board		1 810 000	1 810 000	–
Interpretation, translation and documentation services		3 563 700	3 563 700	–
Other costs relating to the functioning of the Board		791 200	791 200	–
Total, Chapter 2	1 717 900	6 164 900	7 882 800	–
Total, Part I.A	2 771 400	10 624 800	13 396 200	–
B. Direction				
Chapter 3 Directorate				
I. Staff (established posts)	2 716 000		2 716 000	–
II. Other costs:				
Temporary assistance		55 900	55 900	–
Overtime		22 000	22 000	–
Participants (delegates) travel		3 400	3 400	–
Staff travel on official business		212 400	212 400	–
General operating expenses		38 700	38 700	–
Supplies and material		34 200	34 200	–
Furniture and equipment		19 800	19 800	–
Total, Chapter 3	2 716 000	386 400	3 102 400	–
Chapter 4 Office of the Director-General				
I. Staff (established posts)	6 506 800		6 506 800	536 000
II. Other costs:				
Temporary assistance		66 200	66 200	–
Overtime		6 000	6 000	–
Participants (delegates) travel		15 500	15 500	–
Staff travel on official business		110 600	110 600	–
Contractual services		16 300	16 300	–
General operating expenses		110 600	110 600	–
Supplies and material		31 500	31 500	–
Furniture and equipment		110 000	110 000	–
Other expenditure		1 000	1 000	–
Total, Chapter 4	6 506 800	467 700	6 974 500	536 000
Chapter 5 Internal Oversight				
I. Staff (established posts)	5 014 900		5 014 900	680 300
II. Other costs:				201 700
Temporary assistance		10 000	10 000	–
Staff travel on official business		267 000	267 000	–
Contractual services		788 400	788 400	–
General operating expenses		31 600	31 600	–
Supplies and material		20 000	20 000	–
Furniture and equipment		30 000	30 000	–
Total, Chapter 5	5 014 900	1 147 000	6 161 900	882 000

(1) Funds already received or firmly committed, including posts financed from FITOCA and/or other extrabudgetary funds (OPF).

Items of Expenditure	Regular Budget			Extrabudgetary Resources ⁽¹⁾
	Staff	Activities	Total	
	\$	\$	\$	\$
Chapter 6 International Standards and Legal Affairs				
I. Staff (established posts)	3 600 600		3 600 600	–
II. Other costs:				
Temporary assistance		20 000	20 000	–
Overtime		11 700	11 700	–
Staff travel on official business		20 000	20 000	–
Contractual services		30 000	30 000	–
General operating expenses		22 000	22 000	–
Supplies and material		15 000	15 000	–
Furniture and equipment		19 000	19 000	–
Total, Chapter 6	3 600 600	137 700	3 738 300	–
Chapter 7 Ethics Programme				
I. Staff (established posts)	513 100		513 100	–
II. Other costs:				
Temporary assistance		15 000	15 000	–
Overtime		5 000	5 000	–
Staff travel on official business		20 000	20 000	–
Contractual services		100 000	100 000	–
General operating expenses		35 000	35 000	–
Supplies and material		5 000	5 000	–
Furniture and Equipment		5 000	5 000	–
Other expenditure		1 900	1 900	–
Total, Chapter 7	513 100	186 900	700 000	–
Total, Part I.B	18 351 400	2 325 700	20 677 100	1 418 000
C. Participation in the Joint Machinery of the United Nations System				
1. International Civil Service Commission		632 800	632 800	–
2. United Nations System High-Level Committee on Management:				
– Human Resources Management Network		147 100	147 100	–
– Finance and Budget Network		68 400	68 400	–
– ICT Coordination activities		63 500	63 500	–
3. United Nations System High-Level Committee on Programmes		40 500	40 500	–
4. United Nations Joint Inspection Unit		360 000	360 000	–
5. Statutory contribution of the UN Department of Safety and Security		4 330 000	4 330 000	–
6. Security requirements of staff members in the field		4 000 000	4 000 000	–
7. Administrative Tribunal of the International Labour Organization		75 300	75 300	–
8. United Nations System Standing Committee on Nutrition		17 000	17 000	–
9. Malicious Acts Insurance Policy		500 000	500 000	–
Total, Part I.C	–	10 234 600	10 234 600	–
Total, Part I	21 122 800	23 185 100	44 307 900	1 418 000

(1) Funds already received or firmly committed, including posts financed from FITOCA and/or other extrabudgetary funds (OPF).

*The General Conference*1. *Authorizes* the Director-General

(a) to implement the following plan of action:

- (i) organize in the most cost-effective manner at UNESCO Headquarters the 35th session of the General Conference (October-November 2009) and five ordinary sessions of the Executive Board during 2008-2009;
- (ii) provide for the functioning of the Directorate and the chapters comprising the Direction of the Organization;
- (iii) ensure the preparation and publication of UNESCO's biennial World Report after consultation with UNESCO's governing bodies;
- (iv) contribute to the running costs of the joint machinery of the United Nations system;

(b) to allocate for this purpose an amount of \$23,185,100 for activity costs and \$21,122,800 for staff costs;

2. *Requests* the Director-General to report in the statutory reports on the achievement of the following expected results, including information on the cost-efficient use of human and financial resources, particularly in the areas of travel, publications and contractual services, for each of the results reported, following the principles of transparency, efficiency and rationalization:

Internal Oversight

- Quality and cost-effectiveness of evaluation outputs improved for both regular and extrabudgetary programmes
- Capacity increased to undertake evaluations and to self-assess internal controls within UNESCO
- Evaluation/audit results presented to governing bodies and utilized to improve as appropriate the management culture of the Organization
- Effective and efficient use of resources in programme delivery enhanced
- Recommendations from the Internal Oversight Service (IOS) quality assurance review of the audit function and the review of the evaluation strategy, as approved by the governing bodies, implemented

International Standards and Legal Affairs

- Quality legal advice to the Organization and its governing bodies
- Effective protection of the Organization's rights
- Internal rules of the Organization relating to activities, funds and property of UNESCO revised and improved to enhance the protection of its interests
- Informed legal advice on the establishment and operation of the intergovernmental bodies in charge of the implementation of conventions and newly established bodies

Ethics Programme

- UNESCO's ethics practice aligned with the United Nations approach.

I.A – Governing bodies

Chapter 1 – General Conference

- 00101** The functions of the General Conference are defined by Article III.B of the Constitution. The Conference determines the policies and main lines of work of the Organization, takes decisions on programmes submitted to it by the Executive Board, adopts normative instruments in the fields of competence of UNESCO for submission to Member States and receives and considers reports from Member States thereon. It elects the members of the Executive Board and a number of other international and inter-governmental bodies, as well as the Director-General. The functioning and structure of the General Conference are laid out in its Rules of Procedure.
- 00102** The General Conference meets in ordinary session once every two years. The 35th session will be held in October-November 2009 and will not last more than 17 working days. Its work will be organized upon the proposals by the Executive Board, on the basis of the decisions previously taken by the Conference as far as the organization of its work is concerned. It will be preceded by a Youth Forum.
- 00103** While the bulk of the budget goes to the organizational costs of the General Conference, these provisions also include the payment of the fees due to the External Auditor, who is responsible to the General Conference for the audit of the accounts of the regular programme, the United Nations Development Programme and other extrabudgetary programmes, as well as the assistance provided by the Organization to certain categories of Member States and Associate Members for the official travel of one member of their delegation to sessions of Conference, in order to ensure full participation in the General Conference.

Chapter 2 – Executive Board

- 00201** The functions and responsibilities of the Executive Board are derived primarily from the Constitution and from rules or directives laid down by the General Conference. On the one hand, it examines the programme of work of the Organization and corresponding budget estimates submitted to it by the Director-General, and then it submits them to the General Conference with its recommendations; on the other hand, it is responsible for the execution of the programme adopted by the General Conference, having regard to circumstances arising between two ordinary sessions of the Conference.
- 00202** During the 2008-2009 biennium, the 58 Members of the Executive Board will meet twice in 2008 and three times in 2009, including a very short session (2 days) after the 35th session of the General Conference. The meetings of the Executive Board (Bureau, plenaries, commissions and committees) are planned to last 70 days.
- 00203** Furthermore, pursuant to 155 EX/Decision 5.4 (Part C, para. 22) and to 169 EX/Decision 4.2, the Executive Board decided to hold, between sessions, information meetings between representatives of the States Members of the Board (or their alternates) resident in Paris and the Director-General.

In addition, the representatives may carry out missions within the terms of a decision taken by the Executive Board. Representatives resident in Paris may make consultation visits to their governments before or after each session.

I.B – Direction

Chapter 3 – Directorate

00301 This chapter comprises primarily the posts and the functional costs of the Director-General and the Deputy-Director-General.

Chapter 4 – Office of the Director-General

00401 The Office of the Director-General ensures the functioning of his Office and coordinates the central services of the Organization. The central services comprise: Coordination of action to benefit Africa (AFR), Public information (BPI), Strategic planning and programme monitoring (BSP), Budget preparation and monitoring (BB), Field management and coordination (BFC), Office of the Foresight (FOR), Human resources management (HRM) and Bureau of the Comptroller (BOC). Each of these units, within its field of competence, undertakes activities and provides advice and services to the Directorate with a view to enhancing the effectiveness and maximizing the impact of the Organization. It is also proposed that there be an Ethics Programme under the direct authority of the Office of the Director-General.

Chapter 5 – Internal Oversight

00501 The Internal Oversight Service (IOS) provides a consolidated oversight mechanism which covers internal audit, evaluation, investigation and other management support to strengthen the functioning of the Organization. It is charged with providing assurance that programmes and plans are delivered effectively, that strategic management information is reliable and timely, and that continuous improvements are fostered in methods and procedures so as to enhance the quality of UNESCO's operations.

00502 **Strategy.** In its first long-term strategy (2001-2007) which started when IOS was established in 2001, the focus of IOS's work was on educating, capacity-building and introducing the Organization to various aspects of oversight such as the need for assessment of results and learning from evaluations, for exercising proper internal controls and compliance with rules/regulations, for proper accountability, etc. There is improved awareness and knowledge and efforts are being made to improve planning, evaluate results, exercise control and comply with rules, particularly in field offices.

00503 The results of the first long-term strategy were achieved through implementation of oversight activities such as advocacy for the use of evaluations, backstopping support for evaluations that are delivered, assessing the existence and functioning of internal controls, dissemination of evaluation/audit results and lessons learned, dissemination of tools for evaluation and self-assessment, undertaking training on self evaluation and on policies/procedures.

00504 The second long-term strategy (2008-2013) focuses on achieving intermediate results to enhance accountability for the effective and efficient achievement of programme results. These will be achieved mostly through oversight activities similar to those undertaken in the previous period but with a different emphasis. The aim is to deliver a smaller number of high-quality evaluations and audits. These would

cover all strategic objectives, strengthen evaluation capacity within UNESCO, promote the efficient and effective use of resources for programme delivery both at Headquarters and in field offices, encourage management and the governing bodies to use evaluation/audit results to improve strategic management, policy development, organizational learning and internal controls.

00505

Finally, the immediate and intermediate results will be the basis for the Director-General to provide assurance to the governing bodies that the expected results from UNESCO's programmes have been achieved and that internal control and risk management in UNESCO is functioning effectively.

00506

Internally, within IOS, the first long-term strategy sought to bring the quality of the work and deliverables into line with professional standards. A lot of effort was made to develop evaluation/audit approaches, working tools, and processes/procedures. In 2006 a quality assurance review of the IOS audit function was completed. This was later validated by the Institute of Internal Auditors which was satisfied that the function generally complied with professional standards. There were 12 recommendations made to strengthen the overall performance. An external review of the Evaluation Strategy and Evaluation function was also undertaken by an external evaluator.

00507

For the second long-term strategy starting with the 2008-2009 biennium, internal IOS development will focus on implementing the recommendations from these reviews to further strengthen the effectiveness of UNESCO's oversight functions.

00508

Expected results at the end of the biennium

Quality and cost effectiveness of evaluation outputs improved for both regular and extrabudgetary programmes.

Capacity increased to undertake evaluations and to self-assess internal controls within UNESCO.

Evaluation/audit results presented to governing bodies and utilized to improve as appropriate the management culture of the Organization.

Effective and efficient use of resources in programme delivery enhanced.

Recommendations from the Internal Oversight Service (IOS) quality assurance review of the audit function and the review of the evaluation strategy, as approved by the governing bodies, implemented.

Chapter 6 – International Standards and Legal Affairs

00601

The Office of International Standards and Legal Affairs (LA) is a central service reporting directly to the Director-General. The responsibilities of the Office are:

- (i) to provide legal advice to the General Conference, the Executive Board and various meetings convened by UNESCO and to all the intergovernmental bodies established by the General Conference and the Executive Board;
- (ii) to answer legal questions arising for the Organization and concerning its Constitution, statutory texts and regulations, its privileges and immunities; the conclusion and application of agreements with Member States or other organizations and of contracts to which the Organization is a Party;
- (iii) to represent the Organization before the Appeals Board, the Administrative Tribunal of the International Labour Organization and other courts;
- (iv) to assist in the drawing up and application of international standard-setting instruments and to exercise depository functions on behalf of the Director-General in relation to international treaties; and
- (v) to serve as the secretariat of the Committee on Conventions and Recommendations of the Executive Board and of the Credentials Committee and the Legal Committee of the General Conference.

00602

The Office will continue to protect the Organization's interests and will continue to concentrate its efforts along two main lines:

- (i) ensuring compliance with the Organization's rules, regulations and procedures;
- (ii) pursuing improvements in the legal safety of activities carried out by the Organization.

00603

Expected results at the end of the biennium

Quality legal advice to the Organization and its governing bodies.

Effective protection of the Organization's rights.

Internal rules of the Organization relating to activities, funds and property of UNESCO revised and improved to enhance the protection of its interests.

Informed legal advice on the establishment and operation of the intergovernmental bodies in charge of the implementation of conventions and newly established bodies.

Chapter 7 – Ethics Programme

00701

The World Summit Outcome document adopted by the General Assembly in October 2005, reaffirmed the need for efficient, effective and accountable Secretariat, acting in a culture of accountability, transparency and integrity. Whilst recognizing measures taken so far in the area of Ethics, the Secretary-General was urged to pursue and intensify his efforts to reinforce ethical conduct. As a result, the United Nations Secretariat has put in place a comprehensive package of “ethics measures”, which include specific policies (whistleblower protection, expanded financial disclosure, anti-fraud policy) and training initiatives. It has set up an Ethics Office to support the implementation of the Ethics Programme. UNESCO applies a policy of zero tolerance and suspected irregularities are systematically investigated by IOS. The objective of the proposed Ethics Programme, which will be developed in line with United Nations-wide initiatives and standards, is therefore to promote an ethical working environment in the Organization.

00702

The elements of the proposed Ethics Programme are as follows:

- **Code of conduct:** UNESCO will officially publicize and disseminate the revised Standards of Conduct for international civil servants which include the promotion of shared ethical values across the whole United Nations system and define the behaviour and performance expected of international civil servants;
- **Voluntary disclosure channel:** this channel would allow staff to report suspected irregularities on a confidential basis;
- **Implementing a hotline (“whistleblower”) protection policy:** to ensure that sufficient protection is provided for individuals who report misconduct or cooperate with audits or investigations, against retaliation;
- **Implementing a financial disclosure policy and conflict of interest rules:** to make more specific, clarify and disseminate the rules on financial disclosure and on “conflict of interest”;
- **Training on “ethics”:** a training module will be developed by the Ethics Office, in consultation with HRM, which will be interactive and mandatory for all staff.

00703

Expected results at the end of the biennium

UNESCO’s ethics practice aligned with United Nations approach.

Performance indicators:

- Training module developed;
- UNESCO staff trained and aware of the ethics programme and related mechanisms.

I.C – Participation in the joint machinery of the United Nations system (JUNM)

00801

UNESCO, as part of the United Nations system and in accordance with the agreements entered into, which include appropriate financial and budgetary arrangements, contributes a share of the running costs. The budget provision of \$10,234,600 included under Part I.C represents an indicative estimate. UNESCO's actual contribution to the running costs of the joint machinery will be known only when the different bodies decide upon their budgets and request payment from the participating United Nations system agencies. The JUNM's provisional budget is broken down as follows:

- International Civil Service Commission (ICSC): \$632,800
- United Nations System High Level Committee on Management (HLCM)
 - Human Resources Management Network (PER): \$147,100
 - Finance and Budget Network (FB): \$68,400
 - ICT coordination activities (ISCC): \$63,500
- United Nations System High Level Committee on Programmes (HLCP): \$40,500
- United Nations Joint Inspection Unit (JIU): \$360,000
- Statutory contribution to the Department of Safety and Security (DSS): \$4,330,000
- Security requirements of staff members in the field: \$4,000,000
- Administrative Tribunal of the International Labour Organization (ILO Tribunal): \$75,300
- United Nations system Standing Committee on Nutrition (SCN): \$17,000
- Malicious acts insurance policy (MAIP): \$500,000

00802

It is worth indicating that the following increases have taken place between documents 33 C/5 Approved and 34 C/5 Approved: (a) statutory contributions to the Department of Safety and Security (DSS) from \$1,400,000 to \$4,330,000; (b) security requirements of field staff from \$3,500,000 to \$4,000,000; and (c) malicious acts insurance policy (MAIP) from \$430,000 to \$500,000, resulting from additional costs of jointly financed activities by all United Nations agencies.

Part II – Programmes and programme-related services

II.A – Programmes

MP I

Education

Major Programme I

Education

ED 1

Main Line of Action	Regular Budget		TOTAL 34 C/5 Approved	Extrabudgetary ⁽²⁾
	Activities ⁽¹⁾	Staff		
	\$	\$	\$	\$
MLA 1 Global leadership in EFA, coordination of United Nations priorities in education, and development of strong partnerships	5 617 400	11 669 000	17 286 400	11 979 300
MLA 2 Development of a global framework and networks for capacity development in planning and management of education systems	5 394 200	12 474 000	17 868 200	9 245 300
MLA 3 Promote policy dialogue, research, set norms and standards	7 319 200	13 758 900	21 078 100	4 100 500
MLA 4 Provide capacity development and technical support to assist national efforts in achieving the Dakar Goals	15 140 100	19 804 500	34 944 600	42 757 100
UNESCO education institutes⁽³⁾				
UNESCO International Bureau of Education (IBE)	4 591 000	–	4 591 000	–
UNESCO International Institute for Educational Planning (IIEP)	5 100 000	–	5 100 000	–
UNESCO Institute for Lifelong Learning (UIL)	2 300 000	–	2 300 000	–
UNESCO Institute for Information Technologies in Education (IITE)	1 100 000	–	1 100 000	–
UNESCO International Institute for Capacity-Building in Africa (ICBA)	2 000 000	–	2 000 000	500 000
UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC)	2 200 000	–	2 200 000	–
Total, UNESCO education institutes	17 291 000	–	17 291 000	500 000
Total, Major Programme I	50 761 900	57 706 400	108 468 300	68 582 200

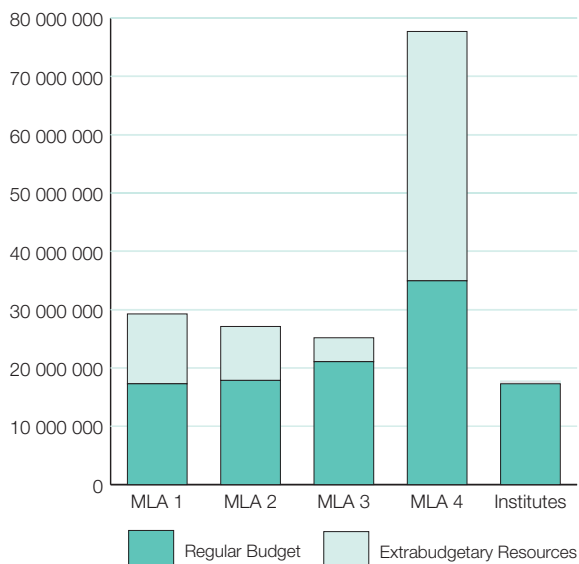
(1) Including HQs indirect programme costs for an amount of \$636,600.

(2) Funds already received or firmly committed, including posts financed from FITOCA and/or other extrabudgetary funds (OPF).

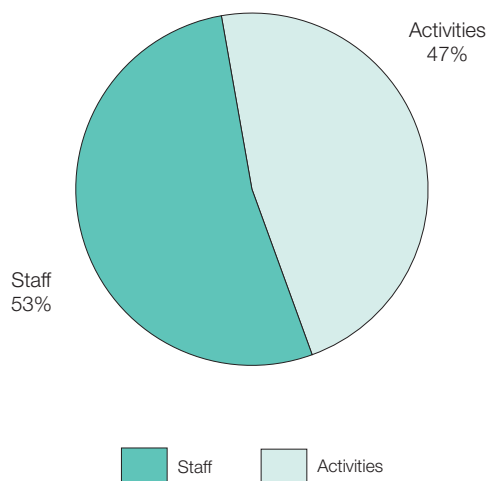
(3) The amounts for education institutes represent the financial allocations from the regular budget and might be subsequently used for financing activities and/or staff. The institutes may also receive directly other extrabudgetary funds which are not included in this table.

Distribution of Resources

Total Resources



Regular Budget



DECENTRALIZATION OF REGULAR BUDGET						
Headquarters/Region	Activities		Staff		34 C/5 Approved TOTAL	
	\$	weight %	\$	weight %	\$	weight %
Headquarters	11 290 300	22.2	28 467 600	49.3	39 757 900	36.7
Africa (including IICBA)	10 421 100	20.5	8 866 000	15.4	19 287 100	17.8
Arab States	3 053 800	6.0	5 665 700	9.8	8 719 500	8.0
Asia and the Pacific	6 451 300	12.7	7 614 600	13.2	14 065 900	13.0
Europe and North America	785 800	1.5	2 084 500	3.6	2 870 300	2.6
Latin America and the Caribbean (including IESALC)	5 668 600	11.2	5 008 000	8.7	10 676 600	9.8
Institutes (IBE, IIEP, UIL and IITE)	13 091 000	25.8	–	–	13 091 000	12.1
Total, Field	39 471 600	77.8	29 238 800	50.7	68 710 400	63.3
TOTAL (Headquarters + Field)	50 761 900	100.0	57 706 400	100.0	108 468 300	100.0

ESTABLISHED POSTS BY REGION, BY CATEGORY AND BY FUNDING SOURCE				
Headquarters/Region		34 C/5 Approved		
		ADG/D/P/NPO	GS/L	Total
Headquarters	<i>Regular Budget</i>	75	55	130
	<i>Extrabudgetary</i>	6	2	8
Africa	<i>Regular Budget</i>	40	–	40
	<i>Extrabudgetary</i>	1	–	1
Arab States	<i>Regular Budget</i>	18	4	22
	<i>Extrabudgetary</i>	1	–	1
Asia and the Pacific	<i>Regular Budget</i>	34	–	34
	<i>Extrabudgetary</i>	2	–	2
Europe and North America	<i>Regular Budget</i>	7	–	7
	<i>Extrabudgetary</i>	–	–	–
Latin America and the Caribbean	<i>Regular Budget</i>	23	–	23
	<i>Extrabudgetary</i>	–	–	–
Total, Field	<i>Regular Budget</i>	122	4	126
	<i>Extrabudgetary</i>	4	–	4
TOTAL (Headquarters + Field)	<i>Regular Budget</i>	197	59	256
	<i>Extrabudgetary</i>	10	2	12
GRAND TOTAL		207	61	268

Major Programme I

Education

01000

General Conference resolution 34 C/Res.3 for Major Programme I

The General Conference

1. *Authorizes* the Director-General

- (a) to implement the plan of action for Major Programme I, structured around the following two biennial sectoral priorities and four main lines of action, with special emphasis on the needs of Africa, gender equality, youth, LDCs and SIDS as well as the most vulnerable segments of society, including indigenous peoples, and reflecting actions to be undertaken under the relevant intersectoral platforms, in order to:

Biennial sectoral priority 1: Leading education for all (EFA) by ensuring global coordination and providing assistance to Member States to achieve the EFA goals and education-related Millennium Development Goals (MDGs) based on the Global Action Plan (GAP)

- (i) ensure global leadership in EFA, coordination of United Nations priorities in education, and development of strong partnerships by mobilizing, harmonizing, aligning and complementing the unique added value of the EFA partners and other stakeholders at the global level to maintain their momentum and commitment to achieving the EFA goals and education-related MDGs, utilizing the rallying potential of the United Nations decades for literacy and education for sustainable development, including through the sharing of experiences, best practices and planned initiatives, and demonstrating this global coordinating leadership through the collective elaboration, adoption and implementation of the Global Action Plan by the four other EFA convening partners – UNDP, UNFPA, UNICEF and the World Bank –, by other intergovernmental organizations, national governments, bilateral donors, multilateral financial institutions, civil society organizations (CSOs), NGOs, the private sector, etc., and through South-South and North-South-South cooperation;
- (ii) establish global and national frameworks and networks for capacity development in planning, monitoring and evaluation of education systems to ensure that UNESCO's provision of capacity development and technical support in the successive stages of strategic planning and management of education systems – sector/subsector analysis, policy formulation and appraisal, action planning, monitoring and evaluation – is relevant and consistent; furthermore, support the development of evidence-based policies and approaches by policy-makers, planners and practitioners through a clearing house with a common platform as well as communities of interest to collect, disseminate, distribute and facilitate the exchange and sharing of knowledge and information on cutting-edge developments in the field of education and best practices in education management;

Biennial sectoral priority 2: Fostering literacy and quality education for all at all levels and through both formal and non-formal lifelong learning, with particular emphasis on Africa, gender equality, youth, LDCs, SIDS as well as the most vulnerable segments of society, including indigenous peoples, and education for sustainable development

- (iii) promote policy dialogue, research, norms and standards – to develop the research agenda on issues relevant to access to and quality of lifelong learning, and to ensure successful completion by all learners. Convene intellectual platforms of experts on research findings and policy recommendations to be used to enrich the high-level policy dialogues at the global, regional, subregional and national levels, where UNESCO will organize consultations with a broad range of partners, especially on issues relating to literacy, quality of education, lifelong learning, education for sustainable development, and adult education, including in prisons and correctional facilities; furthermore, assist countries, when requested, in establishing legal frameworks at the national level and in networking to ensure the implementation of standard-setting instruments. UNESCO will work in partnership with a range of regional institutions and mechanisms to further the EFA agenda, particularly – in collaboration with the Africa Department – the African Union Commission and the New Partnership for Africa’s Development (NEPAD), and taking into account the outcomes of the forums of ministers of education in the various regions (e.g. MINEDARAB, COMEDAF, PRELAC, E-9, SEAMEO), and to mobilize in that regard triangular North-South-South cooperation;
- (iv) provide capacity development and technical support to assist national efforts in achieving the Dakar goals – to improve country-level intervention, assisting Member States to expand access to education and to ensure that all learners may benefit from quality education, by seeking to ensure that actions at the national level are based on Member States’ needs identified through processes such as the UNESCO National Education Support Strategy (UNESS), to complement existing national development strategies and plans, as well as to ensure that the Organization functions in a fully coordinated and complementary manner in line with efforts to achieve coherence within United Nations country teams. It will concentrate its interventions on developing the capacities of Member States for the planning, monitoring and evaluation of education systems, as well as on providing technical support to Member States for policy analysis and formulation at the sector-wide and/or subsector levels. It will also assist Member States to adopt a rights-based approach in education and to address the diverse needs of vulnerable and marginalized groups, as well as indigenous peoples, through curriculum and materials development, and the use of the mother tongue as the medium of instruction. It will ensure that subjects and interdisciplinary issues such as the culture of peace, citizenship, intercultural dialogue and democratic values, sustainable development, science and technology and arts are integrated in the process of providing technical support and policy advice for the development of education systems, curricula, materials, and initial and in-service teacher education programmes, with emphasis on the global priority of gender equality as well as on youth;
- (v) with teacher training and education, literacy as well as HIV and AIDS education – through the Teacher Training Initiative for Sub-Saharan Africa (TTISSA), the Literacy Initiative for Empowerment (LIFE) and the Global Initiative on HIV/AIDS and Education (EDUCAIDS) respectively – continuing to constitute EFA top priorities, focus on key subsectors in which UNESCO has a comparative advantage, such as technical and vocational education and training (TVET) and higher education by continuing to develop policies for reforming, strengthening and widening access to TVET and quality higher education for all;

- (vi) promote UNESCO's global leadership and implementation role in education for sustainable development (ESD), and strengthen the Organization's efforts by making available ESD tools and programmes to key partners, encouraging regional and national work, and recalling the critical role of education in achieving sustainable development;
 - (vii) foster South-South and triangular North-South-South cooperation through support in the implementation of all activities under Major Programme I, including relevant regional and international conferences;
 - (viii) facilitate, through an intersectoral platform, policy dialogue and capacity-building in order to assist Member States in formulating national research strategies and plans in the area of higher education, and integrate them into United Nations common country programming, as appropriate;
 - (ix) engage in regular and systematic cooperation with the United Nations University, in order to pursue its programme objectives;
- (b) to allocate for this purpose an amount of \$50,761,900 for activity costs and \$57,706,400 for staff costs;⁽¹⁾

2. *Requests* the Director-General

- (a) to implement the various activities authorized by this resolution, to the maximum extent possible through intersectoral platforms;
- (b) to report in the statutory reports on the achievement of the following expected results, including information on the cost-efficient use of human and financial resources, particularly in the areas of travel, publications and contractual services, for each of the results reported, following the principles of transparency, efficiency and rationalization:

MLA 1: Global leadership in EFA, coordination of United Nations priorities in education, and development of strong partnerships

- The EFA Global Action Plan implemented
- Coordinated, harmonized and effective partnerships pursued within the framework of the EFA Global Action Plan for strengthened political commitment at the global, regional and national levels for the EFA agenda
- Significant number of countries with national education plans and policies that reflect a strong political commitment to EFA and include literacy as a priority in the national plan
- Significant increase achieved in the financial resources available or pledged to education by national governments as well as by EFA partners
- South-South and North-South collaboration on and exchanges of effective practices in EFA enhanced, and educational networks among developing countries strengthened

MLA 2: Development of a global framework and networks for capacity development in planning and management of education systems

- Common approaches to capacity development in education policy formulation and planning, monitoring and evaluation of education systems proposed and shared with EFA stakeholders and development partners for implementation

(1) These appropriations include allocations for the category 1 UNESCO education institutes.

- Member States provided with the expertise, technical approaches, practice-oriented tools, and best practices and innovations in education policy formulation, and planning, monitoring and evaluation of education systems identified and made available through networks and communities of practice
- National capacities strengthened in educational planning and management
- Capacity requirements and constraints documented in educational planning and management (EPM)
- Education stakeholders informed of significant developments in EPM

MLA 3: Promote policy dialogue, research, set norms and standards

- Global monitoring report published and national and regional reports launched
- Accessibility provided for key stakeholders and the general public to cutting-edge research, latest orientations, innovations and effective practices in education, including the use of technologies in education
- Global, regional, subregional and national policy platforms (meetings, conferences and forums) informed by research-based evidence on identified priority themes and quality-related processes
- Member States' capacities enhanced in analysing and monitoring learning achievement through regional networks
- Standard-setting instruments in the field of education reviewed and effectively promoted and monitored
- National educational policies linked with strategies for ICT applications formulated
- Enhanced and increased commitment to, greater visibility of, and political and financial support for adult education achieved through CONFINTEA VI
- International policy dialogue on educational policies intensified and broadened through the International Conference on Education
- Increased research on recruitment, training, retention and welfare of teachers conducted in a selected number of sub-Saharan African countries with a focus on those countries participating in the Teacher Training Initiative for Sub-Saharan Africa (TTISSA)
- Access for Member States in the Latin America and the Caribbean region to high-quality information, knowledge and statistical data on orientations and best practices in higher education
- Improved management capacities of university systems in the Latin America and the Caribbean region through development and institutionalization of practices and mechanisms of evaluation and accreditation

MLA 4: Provide capacity development and technical support to assist national efforts in achieving the Dakar goals

- Capacities of Member States developed for policy formulation, planning, management, monitoring and evaluation of education systems in both formal and non-formal education, as well as for

the reform and revitalization of critical subsectors such as secondary education, technical and vocational education, teacher education and training, education in prisons and correctional facilities, and higher education

- Capacity for teacher education enhanced in all regions in need
- Enhanced and increased commitment to, greater visibility of, and political and financial support for literacy, especially in the Literacy Initiative for Empowerment (LIFE) countries, achieved through the six regional literacy conferences
- National policies, plans and practices reviewed, revised and developed to improve the quality and sustainability of both formal and non-formal education at all levels to provide lifelong learning at the request of Member States
- Regular and systematic cooperation with the United Nations University established
- Policy dialogue and capacity-building to formulate national and regional research strategies and plans in the area of higher education integrated into United Nations common country programming exercises
- National policies, plans and practices reviewed, revised and developed in literacy and life skills development, teacher education and training, as well as in HIV and AIDS education, through the implementation at the country level of the frameworks for the three core EFA initiatives – the Literacy Initiative for Empowerment (LIFE), the Teacher Training Initiative for Sub-Saharan Africa (TTISSA) and the Global Initiative on HIV/AIDS and Education (EDUCAIDS) – at the request of Member States
- Enhanced quality teaching and learning materials developed with regard to teacher education, peace education, education for citizenship and democratic values, education for sustainable development, science and technology education, arts education, philosophy as well as the mainstreaming of gender, HIV prevention and the use of ICTs
- UNESCO Associated Schools Project Network (ASPnet) worldwide strengthened as an efficiently coordinated network and as a vital resource to ensure quality education
- Capacities of Member States enhanced in educational planning and management as well as in mobilization of funds in support of national priorities through harmonization of EFA partners
- Capacities for policy formulation and programme delivery in literacy in Member States increased, especially in Literacy Initiative for Empowerment (LIFE) countries
- Capacities of ministries of education, teacher education and training institutions strengthened in a selected number of sub-Saharan African countries

Addressing the needs of Africa

- Satisfactory progress achieved in the implementation of the national action plans for the Second Decade of Education for Africa (2006-2015) aiming at an increase in educational access, retention, performance and progression at all levels, from primary to higher education
- Progress in achieving EFA accelerated, and capacity-building, particularly through addressing the challenges of literacy (Literacy Initiative for Empowerment (LIFE)), teacher issues and training (Teacher Training Initiative for Sub-Saharan Africa (TTISSA)), and HIV and AIDS education (Global Initiative on HIV/AIDS and Education (EDUCAIDS))

- Technical and vocational education and training (TVET) curricula revised, and science programmes developed and implemented in Member States through intersectoral activities and the network of UNEVOC centres in Africa
- Use of ICTs in education increased to meet EFA goals and improve quality, as well as open access provided to post-basic education programmes
- Policy advice delivered to establish national and regional research systems, especially through support to identified centres of excellence to enhance quality delivery of higher education programmes and the development of a qualifications framework for quality assurance.

Major Programme I

Education

01001

Biennial sectoral priorities for 2008-2009

Biennial sectoral priority 1:

Leading education for all (EFA) by ensuring global coordination and providing assistance to Member States to achieve the EFA goals and education-related Millennium Development Goals (MDGs) based on the Global Action Plan (GAP).

Biennial sectoral priority 2:

Fostering literacy and quality education for all at all levels and through both formal and non-formal life-long learning, with particular emphasis on Africa, gender equality, youth, LDCs and SIDS, as well as the most vulnerable segments of society, including indigenous peoples, and education for sustainable development.

International goals and commitments

Six Education for All goals (Dakar 2000).

Millennium Development Goals (MDGs), in particular MDGs 1, 2, 3 and 6.

2005 World Summit Outcome document.

Plan of Action for the United Nations Literacy Decade (2003-2012).

International Implementation Scheme for the United Nations Decade of Education for Sustainable Development (2005-2014).

2007-2010 Strategic Framework for UNAIDS Support to Countries' Efforts to Move towards Universal Access.

Declaration and Programme of Action for a Culture of Peace related to the International Decade for a Culture of Peace and Non-Violence for the Children of the World (2001-2010).

World Programme for Human Rights Education (2005-ongoing).

01002

Major Programme I will spearhead the pursuit of the medium-term overarching objective entitled “Attaining quality education for all and lifelong learning” articulated in the Draft Medium-Term Strategy (2008-2013) (34 C/4). Efforts to reach this overarching objective will be accomplished by assuming the two strategic programme objectives: (1) strengthening UNESCO’s global lead and coordination role for EFA and providing support to national leadership in favour of EFA; and (2) developing policies, capacities and tools for quality education for all and lifelong learning as well as promoting education for sustainable development. In practical and operational terms for the programme and budget, these six-year strategic objectives will be translated into the two corresponding biennial sectoral priorities during the first biennium of this new Medium-Term Strategy.

01003

Vision and mission of Major Programme I

Conceived upon a vision that education is the cornerstone of social and economic development, Major Programme I is oriented towards constructing a sustainable world with just societies that value knowledge, promote a culture of peace, celebrate diversity and defend human rights, achieved by providing education for all and lifelong learning. In line with this vision, the mission of UNESCO within its mandate as a specialized agency in education is to:

- provide international leadership for creating learning societies with educational opportunities for all populations; and
- provide expertise and foster partnerships to strengthen national educational leadership and the capacity of countries to offer quality education for all.

Core EFA priorities

Although the world has witnessed steady progress towards achieving the EFA goals, in particular towards universal primary education and gender parity among the lower-income countries since 2000, it is faced with a double challenge: reaching the goals and targets of the EFA agenda; and addressing the surge in demand for access to post-primary and higher levels of education as a result of the expansion of and success in increased enrolment at the primary level. Reports such as the EFA Global Monitoring Report and Dakar+6: Education for All in Africa, as well as other studies undertaken, show that more can be done to accelerate progress towards the goals, especially in sub-Saharan Africa, South and West Asia, and the Arab States. The international community has missed the gender parity goal for 2005, and 86 countries are at risk of not achieving this goal even by 2015. About one fifth of the world's adult population, an estimated 774 million, of which the majority are women, remains illiterate. Quality remains a major issue worldwide, compounded by a serious shortage of trained and qualified teachers, particularly female teachers. These challenges are made increasingly acute by the HIV and AIDS pandemic that is ravaging countries in all regions of the world. In this regard, Major Programme I will continue to maintain the three initiatives – the Teacher Training Initiative in sub-Saharan Africa (TTISSA), Literacy Initiative for Empowerment (LIFE) and Global Initiative on Education and HIV & AIDS (EDUCAIDS) – at the core of all its actions and ensure that gender is mainstreamed to promote gender equity, equality and parity in education. South-South cooperation will be the main modality for advancing the objectives of these core priorities of EFA. In addition, education for sustainable development will increasingly be integrated into EFA.

Additionally, UNESCO will continue to cater to the needs of other levels of education, including post-primary, TVET and higher education, as well as key components such as science education, in order to develop and build the human capacities that should contribute to poverty eradication and sustainable economic development.

EFA Global Action Plan and UNESS

In the last biennium of the previous medium-term strategy, UNESCO took some discernibly bold steps towards assuming the global leadership role in EFA and improving its delivery capacity at the country level. It successfully launched the development of the EFA Global Action Plan (GAP) and UNESCO National Education Support Strategy (UNESS), in response to the call of the international community for improved harmonization and coordination in supporting national efforts to achieve EFA and to contribute to the ongoing process of United Nations reform. UNESS will provide the roadmap for UNESCO's relevant and effective response to the identified needs and demands of Member States, including, in particular, for EFA. It will ensure that UNESCO's country-level actions are based on the educational development priorities and strategies of countries, by supporting their policy priorities and filling the critical gaps in terms of expertise, capacities and finance, in synergy and partnership with the other United Nations and development agencies.

Biennial sectoral priorities

01006

The biennial sectoral priorities in document 34 C/5 represent the two main thrusts of the Organization's actions for 2008-2009 and serve as the initial building blocks for implementing the medium-term strategy. The first biennial sectoral priority for Major Programme I will be "Leading EFA by ensuring global coordination and providing assistance to Member States to achieve the EFA goals and education-related MDGs based on the Global Action Plan (GAP)" and the second biennial sectoral priority will be "Fostering literacy and quality education for all at all levels and through both formal and non-formal lifelong learning, with particular emphasis on Africa, youth, gender equality, LDCs and SIDS, as well as the most vulnerable segments of society, including indigenous peoples, and education for sustainable development".

01007

These two biennial sectoral priorities will be operationalized through four main lines of action. This will enable the Organization to effectively perform its five functions in catalysing international cooperation, providing intellectual leadership, standard-setting, acting as a clearing house and developing capacity. Thus, UNESCO will discharge its global leadership and coordination as well as its clearing house role through the two main lines of action under the first biennial priority. It will deliver on its intellectual leadership and operational role for the provision of technical support and capacity development at the national level through the other two main lines of action, under the second biennial priority.

- Through the first main line of action – **Global leadership in EFA, coordination of United Nations priorities in education and development of strong partnerships** – UNESCO will lead the task of mobilizing, harmonizing, aligning and complementing the unique added value of the EFA partners and other stakeholders at the global level to maintain their momentum and commitment to achieve the EFA goals and the education-related MDGs. It will use the rallying potential of the United Nations decades for literacy and education for sustainable development, including through sharing of experiences, best practices and planned initiatives.
- Under the second main line of action – **Development of a global framework and networks for capacity development in planning and management of education systems** – UNESCO will build a global framework and networks for capacity development in planning and managing education systems. In particular, it will support the development of common approaches by policy-makers, planners and practitioners as well as communities of interest to collect, disseminate, distribute and facilitate exchange and sharing of knowledge and information on cutting-edge developments and best practices in education management. These actions will ensure that the Organization's provision of capacity development and technical support in the successive stages of strategic planning and management of education systems – sector/sub-sector analysis, policy formulation and appraisal, action planning, monitoring and evaluation – is relevant and consistent.
- Through the third main line of action – **Promote policy dialogue, research, set norms and standards** – under the second biennial sectoral priority, UNESCO will develop the research agenda on issues relevant to access to and the quality of lifelong learning, to ensure successful completion by all learners. The Organization will convene intellectual platforms of experts on research findings and policy recommendations to substantively enrich the high-level policy dialogues that it will organize at the global, regional, subregional and national levels. These dialogues will, in particular, be organized on topics related to literacy, the quality of education, lifelong learning, education for sustainable development and adult education, including in prisons and correctional facilities. Within its normative mandate, UNESCO will assist Member States in translating international legal instruments into national policy and legislation in education and in networking. Furthermore, the Organization

will work in partnership with a range of regional institutions and mechanisms to further the EFA agenda. In collaboration with the Africa Department, among its most important partners will be the African Union Commission and NEPAD. UNESCO will take into account the outcomes of the 2007 UNESCO Ministerial Roundtable on Education and Economic Development as well as the forums of Ministers of Education in the various regions (such as MINEDARAB, COMEDAF, PRELAC, the E-9 and SEAMEO), and mobilize in this regard triangular North-South-South cooperation.

- Through its fourth main line of action – **Provide capacity development and technical support to assist national efforts in achieving the Dakar Goals** – UNESCO will assist Member States not only to expand access, but also to ensure that all learners can benefit from quality education and lifelong learning. It will seek to do so by ensuring that actions at the national level are based on Member States’ needs. These latter will be identified through processes such as UNESS, which should complement existing national development strategies and plans, and ensure that the Organization functions in a coordinated and complementary manner that is fully in line with efforts to achieve coherence within the United Nations country teams. It will concentrate its interventions around developing the capacities of Member States in conducting policy analysis and formulation at sector-wide and/or sub-sector levels. It will also assist Member States in adopting a rights-based approach in education and in addressing the diverse needs of vulnerable and marginalized groups as well as indigenous peoples, through curriculum and materials development and use of the mother tongue as medium of instruction. It will ensure that subjects and interdisciplinary issues such as the culture of peace, citizenship, intercultural dialogue and democratic values, sustainable development, science and technology and the arts are integrated into the process of providing technical support and policy advice in developing education systems, curricula, materials, and initial and in-service teacher education programmes, with emphasis on the global priority of gender equality as well as on youth.
- The three EFA areas – **Teacher training and education, literacy and HIV and AIDS education through TTISSA, LIFE and EDUCAIDS respectively** – will continue to be the core priorities. In addition, UNESCO will also focus on the development of key sub-sectors in which it has a comparative advantage, such as TVET and higher education, by continuing to support the development of policies for reforming, strengthening and widening access to TVET and quality higher education for all. UNESCO will further facilitate, through an intersectoral platform, policy dialogue and capacity-building in order to assist Member States in formulating national research strategies and plans in the field of higher education. It will also engage in regular and systematic cooperation with the United Nations University, in order to pursue its programme objectives.
- The Organization will also promote its global leadership and implementation role in education for sustainable development, and strengthen its efforts by making available ESD tools and programmes to key partners, encouraging regional and national work, and recalling the critical role of education in achieving sustainable development. It will foster South-South and triangular North-South-South cooperation in the implementation of all activities under Major Programme I, including relevant regional and international conferences.

01008

The plan of action for Major Programme I aims at the implementation of: (i) the programme resolution adopted by the General Conference, the text of which is reproduced at the beginning of the Major Programme; as well as (ii) the resolutions related to specific items cited hereunder, the texts of which appear in Volume 1 of the Records of the 34th session of the General Conference:

10 Strengthening of the UNESCO Associated Schools Project Network (ASPnet)

11 Report by the Director-General on the work accomplished on education for all (EFA)

- 12 Contribution to the achievement of the education for all (EFA) goals at the global level
- 13 Results of the Seventh Consultation of Member States on the implementation of the Convention and the Recommendation against Discrimination in Education (1960)
- 14 Debt swap for education
- 15 World Conference on Higher Education
- 16 Amendment to the Statutes of the Intergovernmental Regional Committee for the Regional Education Project for Latin America and the Caribbean (PRELAC)
- 17 Support for the implementation of the decisions and recommendations of the Bamako Appeal
- 18 Enhancing the effectiveness of the Teacher Training Initiative in Sub-Saharan Africa (TTISSA)
- 19 Further promotion of the United Nations Decade of Education for Sustainable Development (2005-2014)

Biennial Sectoral Priority 1: Leading education for all (EFA) by ensuring global coordination and providing assistance to Member States to achieve the EFA goals and education-related Millennium Development Goals (MDGs) based on the Global Action Plan (GAP)

01009

UNESCO will operationalize this first biennial sectoral priority through two main lines of action: (1) global leadership in EFA, coordination of United Nations priorities in education and development of strong partnerships; and (2) development of a global framework and networks for capacity development in planning and management of education systems.

01010

UNESCO will redouble its efforts to strengthen its **global leadership and coordination role** in order to accelerate progress on the EFA goals. The High-Level Group and Working Group, informed by the EFA Global Monitoring Report, will be used to marshal the political and financial commitments of both national governments and the international community, develop more harmonized cooperation among all EFA partners, and assume its role as the foremost high-level forum for policy dialogue and dissemination of best practices. GAP will clarify and operationalize, at country level, a strategic division of labour among the EFA partners. The recent partnership agreement with the World Economic Forum will be the basis for strengthening relations with the private sector.

The G-77+China and E-9 will continue to be UNESCO's trusted and active partners in the international community's endeavour to achieve the EFA goals, as they provide the platforms for building consensus on priority issues in education and fostering partnerships among all regions of the world, particularly between developing countries. Moreover, countries with newly emerging economies, which have achieved considerable progress towards EFA, will be encouraged to play a lead role in the promotion of South-South cooperation in education. They will do so through pilot projects and by sharing their capacities and experience with other developing countries, while benefiting themselves from the experience of those countries. Within the framework of the South-South cooperation programme/fund in education, UNESCO will facilitate the implementation of the pilot projects. It will adopt a more integrated approach, in order to further mainstream South-South cooperation and triangular North-South-South cooperation as key delivery modalities, particularly when planning and implementing activities in

support of UNESCO's EFA initiatives and the United Nations education priorities, i.e. literacy, teacher education and training, education for human rights, peace, democratic and citizenship education, HIV and AIDS education, and education for sustainable development.

UNESCO will embrace an interdisciplinary approach in its global coordination of the United Nations priorities. Its ultimate goal will be to ensure a sustainable and just future, through education for sustainable development, promoting a literate environment, and enabling universal access to prevention, treatment, care and support in HIV and AIDS. The Organization will establish meaningful and effective partnerships and networks at the global and national levels under the banner of the United Nations Literacy Decade (UNLD), the United Nations Decade of Education for Sustainable Development (DESD), the United Nations Declaration of Commitment on HIV/AIDS, the International Decade for a Culture of Peace and Non-Violence for the Children of the World, and the World Programme for Human Rights Education (WPHRE) as well as the Alliance of Civilizations. It will promote a full and multisectoral engagement, and coordinate and harmonize responses by Member States as well as other key stakeholders at the country level in these United Nations priority areas. [MLA 1]

01011

UNESCO will respond to the recognized need for a global framework and networks for capacity development. In the context of the ongoing efforts to harmonize development aid and cooperation (e.g. the Global Action Plan, EFA-Fast Track Initiative and United Nations reform process), the Organization will initiate a sustained dialogue aiming to coordinate and harmonize, among EFA stakeholders and development partners, country-level capacity development activities in the field of planning and management of education systems.

To this end, under MLA 2, UNESCO will propose a framework of common principles in and approaches to capacity development in the field of educational policy formulation and the planning, monitoring and evaluation of education systems, in order to support Member States in achieving the EFA goals. Global and national EFA stakeholders and development partners will be invited to engage in the debate on the framework and to use the agreed-upon framework in their capacity development activities, as appropriate. Based on this common framework, UNESCO will define and operationalize a strategy to enhance Member States' capacity in formulating educational policies and in planning, monitoring and evaluating education systems. This shall serve as a basis for developing common United Nations system approaches. Capacity development pilot projects will be implemented in countries in each region, consistent with the principles and approaches defined within the global framework.

In further pursuit of the EFA goals, UNESCO will assist countries and territories in post-conflict and disaster situations through technical, policy and normative actions. It will build on lessons learnt from past interventions and will provide support for the reconstruction of the education systems by mobilizing the international community, forging partnerships and building the necessary capacities. [MLA 2]

Main line of action 1: Global leadership in EFA, coordination of United Nations priorities in education, and development of strong partnerships

Expected results at the end of the biennium

The EFA Global Action Plan implemented.

Performance indicator:

- Evidence of improved country-led planning and implementation of national education sector strategies.

Coordinated, harmonized and effective partnerships pursued within the framework of the EFA Global Action Plan for strengthened political commitment at the global, regional and national levels for the EFA agenda.

Performance indicators:

- Number of countries where national plans and policies reflect a tangible political commitment to EFA;
- Degree to which DESD, UNLD, HIV and AIDS education, peace and human rights education, teacher education and preparation for the world of work have prominence on the global, regional and national EFA agendas.

Significant number of countries with national education plans and policies that reflect a strong political commitment to EFA and include literacy as a priority in the national plan.

Performance indicator:

- Number of countries where educational policies on often-neglected issues, such as HIV and AIDS education, literacy, non-formal education and early childhood education, have been reviewed.

Significant increase in the financial resources available or pledged to education by national governments as well as by EFA partners.

Performance indicators:

- Number of countries having increased their national budgets for EFA as a result of UNESCO support to the planning process;
- Number and size of public/private partnerships for EFA as a result of UNESCO support to the planning process.

South-South and North-South collaboration on and exchanges of effective practices in EFA enhanced, and educational networks among developing countries strengthened.

Performance indicators:

- Number of activities planned and implemented through South-South cooperation:
 - *Benchmark: 10 South-South cooperation activities involving all regions;*

- Number of vocational practitioners from UNEVOC Centres in developing countries and from UNEVOC Centres in the North jointly identifying and developing activities for collaboration and assistance:
 - *Benchmark: Participation of 20 practitioners from UNEVOC Centres in developing countries and 10 practitioners from UNEVOC Centres in the North.*

01013

Main line of action 2: Development of a global framework and networks for capacity development in planning and management of education systems

■ **Expected results at the end of the biennium**

Common approaches to capacity development in educational policy formulation and in planning, monitoring and evaluation of education systems proposed and shared with EFA stakeholders and development partners for implementation.

Performance indicator:

- Policy paper on capacity development in educational planning and management (EPM) for achieving EFA prepared and disseminated.

Member States provided with the expertise, technical approaches, practice-oriented tools, and best practices and innovations in educational policy formulation and in the planning, monitoring and evaluation of education systems identified and made available through networks and communities of practice.

Performance indicator:

- Evidence of capacity-building activities and/or operational policy research used to inform decisions at country level regarding education policy design, preparation of education plans and sector financing.

National capacities strengthened in educational planning and management.

Performance indicator:

- Number of men and women trained:
 - *Benchmarks: 100 EPM specialists from Member States trained through the ATP; 150 specialists from Member States trained through distance education.*

Capacity requirements and constraints documented in educational planning management (EPM).

Performance indicator:

- Number of working documents produced and disseminated:
 - *Benchmarks: 3 country analyses of capacity requirements and constraints to capacity development in EPM; 6 thematic studies on capacity development constraints and strategies; 1 e-platform with 250 documents on capacity development.*

Education stakeholders informed of significant developments in EPM.

Performance indicators:

- Type of dissemination opportunities:
 - *Benchmarks: 6 newsletters in English, French and Spanish; 4 UNESCO publications;*
- Level of engagement of stakeholders.

Biennial Sectoral Priority 2: Fostering literacy and quality education for all at all levels and through both formal and non-formal lifelong learning, with particular emphasis on Africa, gender equality, youth, LDCs and SIDS, as well as the most vulnerable segments of society, including indigenous peoples, and education for sustainable development

01014 UNESCO will operationalize this second biennial sectoral priority through two main lines of action: (1) promote policy dialogue, research, and set norms and standards; and (2) provide capacity development and technical support to assist national efforts in achieving the Dakar Goals.

01015 Through its main line of action to “**promote policy dialogue, research, set norms and standards**”, UNESCO will provide intellectual leadership at the global, regional and subregional levels on key issues related to access and quality education, to ensure that studies are completed with success for all learners. Particular attention will be paid to bringing all the benefits of all levels and means of education to girls and women, the excluded, the poor, the marginalized and those with special needs in a lifelong learning perspective. UNESCO will work with not only its specialized institutes and centres at the global and regional levels, but also with qualified higher academic institutions at the country level in order to conduct research and prepare policy and position papers on selected topics of critical importance related to access and success as well as to the three EFA initiatives – teacher training, literacy, and HIV and AIDS education. The strategic and specialized contributions of the UNESCO International Institute for Capacity-Building in Africa (IICBA), the UNESCO Institute for Lifelong Learning (UIL) and the International Bureau of Education (IBE) will be of critical importance for the three core initiatives for EFA. It will also develop the agenda of key education conferences and meetings of ministers, so that these high-level meetings serve to link the findings of research to the elaboration of policies, plans and standards at the regional, subregional and national levels.

UNESCO will convene two major education conferences during the biennium, namely the International Conference on Education with the International Bureau of Education (IBE) in 2008, and the International Conference on Adult Education (CONFINTEA VI) with UIL in 2009. It will also organize a world conference on new orientations and challenges in higher education as a follow-up to the 1998 World Conference on Higher Education. UNESCO will strengthen research capacities in higher education institutions and knowledge-sharing across borders. Policy dialogue will also be promoted through the UNITWIN/UNESCO Chairs. The development of partnerships between existing Chairs/Networks along the North-South and South-South axes, especially at the subregional level, will ensure a critical mass for enhancing quality education. The development of poles of excellence, particularly in developing countries and especially in Africa, will seek to build a synergy among universities, higher learning institutions, training centres, foundations and research centres.

As a means to mainstream Africa as a priority, UNESCO will place great emphasis on being actively involved in supporting the African Union (AO) and Regional Economic Communities (RECs) and advocate for making education central in the overall economic, social and cultural development of the continent. It will be fully engaged in supporting the implementation of regional frameworks, particularly the Action Plan for the Second Decade of Education for Africa (2006-2015) and the Regional Education Project for Latin America and the Caribbean (PRELAC) at not only the regional, but also at the country level.

UNESCO will continue to promote, monitor and provide technical assistance in implementing its standard-setting instruments, including recommendations, declarations, guidelines and frameworks for action. Special consideration will be given to the role of the Joint Expert Group UNESCO (CR)/ ECOSOC on the Monitoring of the Right to Education and the United Nations human rights treaty bodies. The Organization's first international treaty instrument, the Convention against Discrimination in Education, lies at the heart of the EFA goals. Indeed, it proscribes any form of discrimination and seeks to promote the right to education for all. As part of its normative action, the Organization will also review a number of its standard-setting instruments in order to verify their appropriateness and relevance through international and regional fora. As part of this normative action, national Constitutions and legislation will be analysed in cooperation with partners, with a view to reinforcing country-level action in favour of the right to education and reflections on key issues surrounding this right.

UNESCO will provide technical assistance to countries in the application of the instruments. In particular, it will help countries to improve and develop national legal frameworks for education and link them to the planning and policy formulation processes. The instruments include the Convention and Revised Recommendation on Technical and Vocational Education; the Recommendation concerning the Status of Higher-Education Teaching Personnel; the Recommendation concerning the Status of Teachers; six Regional Conventions on the Recognition of Studies, Diplomas and Degrees in Higher Education; and the supplementary universal instrument to these regional conventions, the Recommendation on the Recognition of Studies and Qualifications in Higher Education. Other instruments, such as the World Declaration on Higher Education for the Twenty-first Century and Guidelines for Quality Provision in Cross-border Higher Education, will guide UNESCO's work aimed at facilitating the emergence of a global higher education and research space in the increasingly globalized knowledge and economy society. This normative work will be carried out collaboratively with the relevant institutes, such as IESALC and CEPES for higher education; the UNESCO International Institute for Capacity-Building in Africa in the area of teachers; UNEVOC in the area of technical and vocational education; and IBE in the field of the right to education.

ICT, as a tool for expanding access and as a transforming factor for learning and teaching processes, will be one of the focus areas for the biennium under Major Programme I. The Education Sector will work intersectorally with the Communication and Information Sector to honour UNESCO's commitment as Lead Facilitator of the WSIS follow-up on e-learning, through the organization of and participation in the World Summit follow-up meetings. Additionally, it will carry out intersectoral collaboration on three related issues: towards inclusion of all learners through technologies; enhancing open access; and exploring the educational value of alternative and new ICT applications. The Organization will concentrate its interventions on ICTs in education through policy and upstream work. In this regard, it will benefit from the contributions to be made by IITE, which will play an active role in facilitating the delivery of teacher training in Africa through ICTs. [MLA 3]

01016

UNESCO's action at the country level is undergoing significant changes with the reform of the United Nations. The challenge in implementing the main line of action to “**provide capacity development and technical support to assist national efforts in achieving the Dakar Goals**” will be to ensure

the synchronization and coherence of UNESCO's actions in partnership with the other United Nations agencies for greater efficiency, effectiveness and long-term impact for the Member States.

UNESCO will do its utmost to harmonize and coordinate action at country level within the framework of the UNESS, GAP and through the common country programming processes. It will withdraw from implementing small-scale fragmented and compartmentalized activities in order to better fulfill its upstream functions in developing institutional capacities, providing advice on national policy and plans, acting as a catalyst for harmonized cooperation among the EFA partners and providing intellectual leadership at the country level.

UNESCO will place particular emphasis on the sub-sectors of teacher education and training, literacy and HIV and AIDS education in its upstream work in order to realize the objectives of TTISSA, LIFE and EDUCAIDS. Intersectorality will be the mainstay of technical assistance and policy advice to the Member States in areas such as human rights, dialogue among cultures, science education, languages, HIV and AIDS education, sustainable development and the appropriate use of ICTs in education. UNESCO's network of Associated Schools can serve as centres of experimentation and good practices for quality education for all, including programmes for peace and human rights education, democratic citizenship and intercultural and inclusive education as well as heritage education. Field offices will have full access to the specialized technical expertise of the institutes and centres in the implementation and delivery of services at the country level.

In collaboration with other sectors, in particular MP II and MP III, UNESCO's Education Sector will strengthen Member States' capacities in policy-making, planning and monitoring and national science and technology education (STE) programmes. The Organization will continue to assist Member States in developing effective programmes aligned with EFA goals. Emphasis will be laid on providing basic scientific and technological knowledge and skills, increasing literacy and students' interest in STE studies and careers, and the exchange of information and research.

Member States will be assisted in reforming, revitalizing and strengthening their TVET systems, and in developing national TVET qualification frameworks in line with the Revised Recommendations and Convention on Technical and Vocational Education. UNESCO will continue to emphasize entrepreneurship training as well as advocacy for policy-makers and practitioners on the role of TVET in sustainable development. TVET information exchange will be another major area of activity among key stakeholders in the Member States through the UNESCO-UNEVOC Network. Member States will be assisted in setting up national qualification frameworks and occupational training standards. To that end, UNESCO will work with country partners and at a global level in partnership with the International Labour Organization, the Organisation for Economic Co-operation and Development, and the European Training Foundation.

As the only United Nations agency with a mandate in higher education, UNESCO will continue to facilitate the development of evidence-based policies in response to new trends and developments in higher education emphasizing its role in achieving the MDGs, particularly poverty eradication. It will also foster innovation to meet education and workforce needs and examine ways of increasing higher education opportunities for young people from vulnerable and disadvantaged groups, particularly for those living in distant rural areas or depressed urban peripheries. Activities related to cross-border higher education and quality assurance will be further pursued, with special focus on mobility and recognition of qualifications of disadvantaged and priority groups (e.g. migrants, refugees and small island developing States). UNESCO will work with partners such as the World Bank, the Organisation for Economic Co-operation and Development, the Commonwealth of Learning and NGOs in higher education to strengthen capacity in quality higher education with a focus on developing countries.

The promotion of peace is a cornerstone of UNESCO's work. The Organization will continue working through inter-agency coordination for the implementation of activities in the field of education for peace, human rights and democratic citizenship, including through the United Nations Inter-Agency Coordinating Committee on Human Rights Education in the School System and the Inter-Agency group on Violence Against Children. It will continue to work closely with the NGO network promoting the educational component of the United Nations Decade for the Culture of Peace and Non-Violence for the Children of the World. In addition, within the framework of the World Programme for Human Rights Education (WPHRE), UNESCO will support the establishment and/or implementation of national plans of action in human rights education. [MLA 4]

01017

Main line of action 3: Promote policy dialogue, research, set norms and standards

Expected results at the end of the biennium

Global monitoring report published and national and regional reports launched.

Performance indicators:

- Number of regional/national events organized around the report in each region;
- Number of copies printed per language, including national language, and disseminated.

Accessibility provided for key stakeholders and the general public to cutting-edge research, latest orientations, innovations and effective practices in education, including the use of technologies in education.

Performance indicator:

- Number of policy briefs published and disseminated.

Global, regional, subregional and national policy platforms (meetings, conferences and forums) informed by research-based evidence on identified priority themes and quality-related processes.

Performance indicators:

- Number of research and policy papers published to inform policy dialogues;
- Declarations of regional ministerial meetings (COMEDAF, MINEDARAB, PRELAC) addressing key relevant issues and policy directions;
- Number of platforms for policy dialogue created through the UNESCO Chairs/UNITWIN Networks;
- Revised framework for action on higher education adopted at the World Conference on Higher Education+10;
- Number of regional reports on trends and developments in higher education as input to WCHE+10;
- Extent to which education for sustainable development is integrated into national plans, as presented to the mid-term review conference on the Decade of Education for Sustainable Development (DESD).

Member States' capacities enhanced in analysing and monitoring learning achievement through regional networks.

Performance indicator:

- Number of countries with capacity to develop their own national assessment system.

Standard-setting instruments in the field of education reviewed and effectively promoted and monitored.

Performance indicators:

- Number of countries having ratified the standard-setting instruments and reported on implementation;
- Number of countries having improved and developed legal frameworks for education;
- Number of countries having ratified, implemented and reported on the Convention and Recommendation against Discrimination in Education and other normative instruments.

National educational policies linked with strategies for ICT applications formulated.

Performance indicators:

- Evidence of strengthened capacities of education institutions to develop or enhance ICT for educational policies;
- Number of international position papers and guidance materials developed and disseminated;
- Evidence of national educational policies revised to include links with strategies for ICT applications.

Enhanced and increased commitment to, greater visibility of, and political and financial support for adult education achieved through CONFINTEA VI.

Performance indicator:

- Evidence of national and regional preparatory activities implemented, inter-agency coalition built, number and diversity of partners involved, and endorsement of decisions made.

International policy dialogue on educational policies intensified and broadened through the International Conference on Education.

Performance indicators:

- Degree of success and quality of the work of the forty-eighth session of the ICE; volume and level of participation by Member States;
- Findings of the evaluation of the Conference's outcomes.

Increased research on recruitment, training, retention and welfare of teachers conducted in a selected number of sub-Saharan African countries, with a focus on countries participating in the Teacher Training Initiative for Sub-Saharan Africa (TTISSA).

Performance indicator:

- Research on recruitment, training, retention and the welfare of teachers undertaken.

Access for Member States in the Latin America and the Caribbean region to high-quality information, knowledge and statistical data on orientations and best practices of higher education.

Performance indicators:

- Number of research and other studies published;
- Number of national databases on higher education consolidated by MESALC (*Mapa de Estudios Superiores en América Latina y el Caribe*) project;
- Number of meetings and conferences promoted or supported;
- Number of research and other studies downloaded from IESALC's website;
- Number of visits to IESALC's website.

Improved management capacities of university systems in the Latin America and the Caribbean region through development and institutionalization of practices and mechanisms of evaluation and accreditation.

Performance indicators:

- Number of programmes of national and regional processes of accreditation and evaluation supported;
- Number of studies and proposals on the mechanisms of evaluation and accreditation produced.

01018

Main line of action 4: Provide capacity development and technical support to assist national efforts in achieving the Dakar Goals

■ **Expected results at the end of the biennium**

Capacities of Member States developed for policy formulation, planning, management, monitoring and evaluation of education systems in both formal and non-formal education, as well as for the reform and revitalization of critical sub-sectors such as secondary, TVE, teacher education and training, education in prisons and correctional facilities, and higher education.

Performance indicators:

- Number of countries having benefited from capacity development opportunities;
- Number of countries having received technical assistance;
- Number of countries where an Education Management Information System (EMIS) is operational.

Capacity for teacher education enhanced in all regions in need.

Performance indicators:

- Number of South-South cooperation activities with a focus on teacher training and/or policy;
- Guidelines on quality assurance (QA) on teacher education produced and disseminated;
- Number of new indicators developed and integrated into UIS data collection framework.

Enhanced and increased commitment, greater visibility of, and political and financial support for literacy, especially in LIFE countries, achieved through the six regional literacy conferences.

Performance indicators:

- Regional Literacy Conferences held and follow-up undertaken;
- Number of countries where literacy policies have been integrated into national development and education plans;
- Number of countries where the budget for literacy has increased;
- Number of effective practices put at the disposal of Member States and the wider public;
- Number of public-private partnerships for literacy.

National policies, plans and practices reviewed, revised and developed to improve the quality and sustainability of both formal and non-formal education at all levels to provide lifelong learning at the request of Member States.

Performance indicators:

- Number of sub-sector plans and policies on teacher education/training reviewed;
- Scope and quality of good practices in non-formal education collected and made available to Member States.

Regular and systematic cooperation with the United Nations University (UNU) established.

Performance indicators:

- Number of joint UNU-UNESCO Chairs established;
- Evidence of UNU input to WCHE+10 preparations.

Policy dialogue and capacity-building to formulate national and regional research strategies and plans in the area of higher education integrated into United Nations common country programming exercises.

Performance indicators:

- Number of national higher education and research strategies developed;
- Number of countries where support to higher education is included in a United Nations common country programme document.

National policies, plans and practices reviewed, revised and developed in literacy and life-skills development, teacher education and training as well as in HIV and AIDS education, through the implementation at the country level of the frameworks for the three core EFA initiatives – LIFE, TTISSA and EDUCAIDS – at the request of Member States.

Performance indicators:

- EDUCAIDS: Quality of feedback from more than 70% of personnel trained/participating in capacity- and skill-building activities;
- LIFE: Number of countries where literacy policies and life-skills development programmes have been integrated into national development and education plans;

- TTISSA: Number of first-phase countries having adopted policies on teacher education following outcome of policy review/forum/provision of technical assistance.
- Quality of the national educational policies and plans developed and/or reviewed, in terms of the gender-responsiveness and alignment with the human rights-based approach.

Enhanced quality teaching and learning materials developed with regard to teacher education, peace education, education for citizenship and democratic values, education for sustainable development, science and technology education, arts education and philosophy, as well as the mainstreaming of gender, HIV prevention and the use of ICTs.

Performance indicators:

- Number of materials produced;
- Number of initiatives promoting and testing the produced materials;
- Quality of the teaching/learning materials developed in terms of gender-responsiveness and alignment with the human rights-based approach.

ASPnet worldwide strengthened as an efficiently coordinated network and as a vital resource to ensure quality education.

Performance indicators:

- Number of good practices selected, analysed, recorded and disseminated, and number of pedagogical materials pilot-tested;
- Number of reports on knowledge-sharing/capacity-building sessions on ASPnet with field office staff and Member States.

Capacities of Member States enhanced in educational planning and management as well as in the mobilization of funds in support of national priorities through harmonization of EFA partners.

Performance indicators:

- Number of countries having benefited from capacity-development opportunities;
- Number of countries having received technical assistance;
- Number of countries where EMIS is operational;
- Number of cases in which the quality and timeliness of data for target countries has been improved.

Capacities for policy formulation and programme delivery in literacy in Member States increased, especially in LIFE countries.

Performance indicators:

- Number of countries where gender-sensitive literacy policies have been integrated into national development and education plans:
 - *Benchmark: 13 countries;*
- Number of personnel (men and women) trained at all levels.

Capacities of ministries of education and teacher education and training institutions strengthened in a selected number of sub-Saharan African countries.

Performance indicators:

- Teacher educational policies developed in selected TTISSA countries;
- Training materials on management of teacher education institutions developed and tested in multiple language versions;
- Number and scope of training workshops on school leadership and women's leadership in education organized;
- Number and scope of capacity-development activities delivered on mainstreaming gender equality, ICTs in education and HIV and AIDS in teacher education.

01019

Strategy for Priority Africa

In the field of education, UNESCO will address the priorities and needs of Africa by supporting the implementation of the Action Plan for the Second Decade of Education for Africa (2006-2015). In this regard, UNESCO will establish effective partnerships with the African Union Commission and Regional Economic Communities (RECs). Its aim will be to mainstream education fully into the policies, programme activities and organizational structures of these entities as well as to promote policy dialogue through other regional mechanisms including COMEDAF, FAPED and ADEA. It will promote and coordinate regional cooperation, advocacy and partnerships to sustain political and financial commitments to achieve the EFA goals and the goals of the Second Decade.

In conjunction with this, UNESCO will provide capacity development and technical support to assist national efforts in achieving the Dakar Goals in Africa and ensuring the success of the Second Decade of Education for Africa by focusing on the interface between higher education and scientific education as well as the linkage between education and culture. It will concentrate its interventions around the five functions with a clear focus on the three core initiatives – TTISSA, LIFE and EDUCAIDS – while following a coordinated sector-wide approach with the EFA partners. More specifically, UNESCO will contribute to improving access, quality and equity of education in sub-Saharan Africa through its Teacher Training Initiative in Sub-Saharan Africa (TTISSA). In collaboration with IICBA, IITE will assist in building teacher capacity through distance education. The Organization will also support a comprehensive approach in addressing issues related to gender, illiteracy and life skills at the national level within the framework of the Literacy Initiative for Empowerment (LIFE) by providing technical assistance for policy reviews, curriculum development, advocacy, the introduction of the use of national languages in learning and extended partnerships. EDUCAIDS will promote and facilitate the development of national policies and curricula on HIV and AIDS education and ensure their inclusion in national education sector strategic plans, by promoting a participatory approach with the involvement of teacher and parent associations. Sustainable development will be promoted, in particular through the operationalization of the Organization's Strategy of Education for Sustainable Development for Sub-Saharan Africa (SSAESD). Technical and vocational education and training (TVET) and life skills will be strengthened as a means of eradicating poverty through sustainable endogenous economic development. In this regard, entrepreneurship training for learners in formal and non-formal education and training programmes will be promoted. UNESCO will also work on specific areas of intervention in promoting science education, ICT in education, and higher education qualifications in order to address poverty eradication efforts in Africa, including through regional and subregional centres such as IIRCA, CIEFFA, the Guidance, Counselling and Youth Development Centre for Africa in Lilongwe, Malawi, and the *Centre International de Référence Chantal Biya* (CIRCB) in Cameroon devoted to research, prevention and training for the

fight against HIV and AIDS in Africa. Through this work, UNESCO will continue to promote alleviation of the brain drain by scaling up pilot projects developed with partners in the previous biennium.

UNESCO will further support the African Union in the harmonization of higher education at the level of continents and will facilitate the creation of centres of excellence for African higher education and research. In addition, support will be provided to integrative frameworks such as the African framework for quality assurance in higher education, the revised Arusha Convention on the recognition of qualifications, and development and harmonization of qualifications frameworks at the national and subregional levels through strengthening of the Southern and Eastern African Consortium for Monitoring Educational Quality (SACMEQ).

UNESCO will provide technical assistance and institutional capacity development in educational planning and management. It will also assist in addressing the challenges faced by many countries in the region in data collection, management and analysis, by providing capacity development in this area. Moreover, UNESCO will also address education-related issues in situations of emergency and post-conflict reconstruction through its regional PEER programme.

■ Expected results at the end of the biennium

Satisfactory progress achieved in the implementation of the national action plans for the Second Decade of Education for Africa (2006-2015) aiming at an increase in educational access, retention, performance and progression at all levels of education, from primary to higher education.

Performance indicator:

- Best practices of successful interventions, results and lessons learnt documented and shared with the AU and its Member States.

Progress in achieving EFA accelerated and capacities built, particularly through addressing the challenges of literacy (Literacy Initiative for Empowerment (LIFE)), teacher issues and training (Teacher Training Initiative for Sub-Saharan Africa (TTISSA)), and HIV and AIDS education (Global Initiative on HIV/AIDS and Education (EDUCAIDS)) challenges.

Performance indicators:

- LIFE: Number of activities planned and implemented through South-South cooperation;
- TTISSA: Number of first-phase TTISSA countries having integrated policies on teacher professional development;
- EDUCAIDS: Inclusive EDUCAIDS coordination mechanisms established and embedded in national coordination mechanisms.

Technical and vocational education and training (TVET) curricula revised, and science programmes developed and implemented in Member States through intersectoral activities and the network of UNEVOC centres in Africa.

Performance indicators:

- Quality of feedback on implementation of programmes in targeted countries;
- Number of countries integrating entrepreneurship training into formal and non-formal education and training programmes;

- Number of countries where science and TVET curricula and materials have been revised;
- Number of UNEVOC Centres in Africa ensuring exchange of and increased access to lessons learnt and success stories and materials and tools:
 - *Benchmark: 25 UNEVOC Centres participating.*

Use of ICTs in education increased to meet EFA goals and improve quality, as well as open access to post-basic education programmes.

Performance Indicators:

- Number of African countries having benefited from ICT for education policy development workshops;
- Number of ICT centres providing open and distance learning for further education and to complement and enhance university teaching.

Policy advice delivered to establish national and regional research systems, especially through support to identified centres of excellence to enhance quality delivery of higher education programmes and the development of a qualifications framework for quality assurance.

Performance indicators:

- Number of centres of excellence in each REC;
- Standards and qualifications frameworks developed in a number of key areas;
- University Chairs created in relevant areas targeted for strengthening.

01020

Global Strategy to Promote Gender Equality and Women's Empowerment

One of the main challenges in reaching the MDGs as well as the six Dakar Goals is the achievement of targets regarding gender parity, equity and equality. After several decades of targeted actions addressing gender inequalities, there are still millions of girls and women excluded from educational opportunities. More recently, in some parts of the world, boys and young men are dropping out of school and/or are not acquiring sufficiently relevant skills for employment. The collective cost of these challenges in terms of lost social and economic development is enormous, with immeasurable consequences not only for the individuals concerned, but also for the development of their communities and countries.

Building on its past achievements, lessons learnt and documented good practices, UNESCO will strengthen its efforts to effectively and systematically mainstream gender equality considerations in its education programmes in order to ensure that women and men, girls and boys have the same chances of learning, and of benefiting from equitable treatment within the school and the same opportunities in terms of employment, wages and civic participation. The Education Sector will furthermore follow an integral approach throughout Major Programme I to ensure that gender-equality considerations are fully integrated into its work on advocacy, research and normative and standard-setting actions at the global level as well as on capacity development, monitoring and assessment assistance and, more specifically, through technical advice and assistance in policy and planning at the country level. This will include raising awareness on gender issues and concepts as well as building capacities within ministries, other institutions and schools to comprehend, identify and close gender gaps in the education systems and in teaching/learning practices.

It will pay particular attention to bridging gender disparities in education by ensuring that girls and boys, women and men have equal access to formal and non-formal learning and as wide a range of life options,

without regard to the roles societies traditionally assign to their gender. Through UNESCO's Literacy Initiative for Empowerment (LIFE), the Organization will continue to promote literacy to achieve individual and collective empowerment, by promoting gender-sensitivity in the planning, management and implementation of literacy programmes including the development of gender-sensitive learning and teaching materials and approaches.

UNESCO International Bureau of Education (IBE)

01021

General Conference resolution 34 C/Res.4 for IBE

The General Conference,

Taking note of the report of the UNESCO International Bureau of Education (IBE) for the period 2006-2007,

Recognizing the importance of the role that IBE, which is a UNESCO institute specialized in the content, methods, policies and processes of curriculum development, plays in carrying out Major Programme I,

1. *Requests* the IBE Council, acting in conformity with the Statutes of the Bureau and with this resolution, when approving the Bureau's budget for 2008 and 2009:
 - (a) to ensure that the activities of IBE correspond to UNESCO's strategic objectives and the priorities and lines of action of Major Programme I, with special emphasis on the needs of Africa, gender equality, youth, LDCs and SIDS, as well as the most vulnerable segments of society, including indigenous peoples;
 - (b) to consolidate and develop the programmes and projects of IBE, namely:
 - (i) capacity-building and training of curriculum specialists in Member States, as well as at the regional and global levels; placing particular emphasis on conflict and post-conflict situations, on eradicating poverty in Africa, on the competency-based approach in curricula, on the integration of education, addressing the diverse needs of vulnerable and marginalized groups as well as indigenous peoples, through curriculum and materials development and the use of the mother tongue as a medium of instruction, and on sustainable development, while encouraging South-South and triangular North-South-South cooperation;
 - (ii) carrying out research and studies, as well as the management of an observatory of orientations and best practices in the domain of educational development;
 - (iii) management, sharing and dissemination ("knowledge management") of the most up-to-date understanding in the field of preparing and implementing the curriculum, in the different languages as applicable in each country, including, *inter alia*, in the areas of science and technology education, arts education, philosophy, human rights, democracy, citizenship and peace education, HIV/AIDS education, and education for sustainable development;
 - (iv) strengthening of the curricular aspects of the activities of IBE, including through developing a UNESCO school profile, in particular to promote education for sustainable development;
 - (v) promotion and renewal of international dialogue on educational policies, by holding from 25 to 28 November 2008 the 48th session of the International Conference on Education on the theme of "Inclusive education: The way of the future";
 - (vi) management of an international clearing house on curricula and capacity-building in the field of HIV/AIDS education;

- (c) to continue to mobilize the necessary human and financial resources so that IBE may accomplish its mission;
2. *Authorizes* the Director-General to provide support to IBE by granting it a financial allocation under Major Programme I in the amount of \$4,591,000, bearing in mind that the organization of the International Conference on Education will require additional funds from MLA 3;
 3. *Encourages* the Director-General to continue to strengthen the activities of IBE in the following areas: peace education, science education, philosophy, arts education and education for sustainable development, and requests him to submit to it at its 35th session a strategy designed to make IBE UNESCO's centre of excellence for curricula, and a report on the resources required for that purpose in accordance with the overall strategy for UNESCO institutes and centres and their governing bodies, as approved in 33 C/Resolution 90;
 4. *Expresses its gratitude* to the Swiss authorities, Member States and other bodies and institutions that have contributed intellectually or financially to the activities of IBE during the preceding biennia, and invites them to continue to support it;
 5. *Invites* Member States, international organizations and other institutions:
 - (a) to take full advantage of the competence that IBE possesses to assist Member States in increasing and strengthening their ability to manage the design, development and implementation of curriculum reforms;
 - (b) to contribute financially and by other appropriate means to the effective application of the activities of IBE in the service of Member States, in conformity with its mission, the priorities of Major Programme I, and the strategic objectives of UNESCO for 2008-2013;
 6. *Requests* the Director-General to report in the statutory reports on the achievement of the following expected results, including information on the cost-efficient use of human and financial resources, particularly in the areas of travel, publications and contractual services, for each of the results reported, following the principles of transparency, efficiency and rationalization:
 - Institutional and human capacities enhanced in curriculum design, development and reform
 - New orientations and developments in the field of education identified through information collected and processed, research and studies
 - Knowledge and information updated and disseminated on education systems, existing curricula, curriculum development processes, as well as examples of best practices and innovations
 - International policy dialogue on educational policies intensified and broadened
 - Implementation of the decisions of the 2008 International Conference on Education monitored.

Precedents

Since 1999, the International Bureau of Education (IBE) has been UNESCO's institute specializing in the content, methods, policies and processes of curriculum development.

Strategy

Improving the quality of Education for All (EFA) remains a major concern worldwide. Studies show that the issue of curriculum reform occupies a central place in educational policies that aim not only at encouraging access to education, but also at ensuring that all students, girls and boys equally, learn successfully. As a specialized institute in the field of curriculum, IBE will continue to concentrate its efforts on the development of human and institutional capacities, the identification of new trends in educational development, the dissemination of up-to-date and quality information, and the promotion of international dialogue on educational policies in this domain.

As an integral part of the activities of the Education Sector, IBE's activities will contribute to reaching most of the Sector's medium-term strategic objectives, as well as its biennial priorities. IBE's capacity-building and training programmes will be targeted towards reaching the objectives of Main Lines of Action 1 and 4, while its observatory, research and study programmes will contribute to MLA 2 and MLA 3. The Institute's knowledge management programme will aim to contribute in a cross-cutting manner and in the curriculum development to MLAs 1, 2, 3 and 4. IBE will convene the International Conference on Education which will be one of UNESCO's major events in the field of education for the biennium and a key contribution to MLA 3.

Expected results at the end of the biennium

Institutional and human capacities enhanced in curriculum design, development and reform.

Performance indicators:

- Number of men and women and institutions having benefited from training;
- Educational and methodological resources and training "toolboxes" created, adapted, tested and widely disseminated.

New orientations and developments in the field of education identified through information collected and processed, research and studies.

Performance indicators:

- Studies and analyses available in the context of the EFA Global Monitoring Report;
- Research and studies published.

Knowledge and information updated and disseminated on education systems, existing curricula and curriculum development processes, as well as examples of best practices and innovations.

Performance indicators:

- IBE database (world data on education; country dossiers; HIV and AIDS education clearing-house, etc.) maintained, updated and enriched;
- IBE's Internet site strengthened and regularly updated;
- Number of visits to the site.

International policy dialogue on educational policies intensified and broadened.

Performance indicators:

- Degree of success and quality of the work of the 48th session of the ICE: volume and level of participation by Member States;
- Findings of the Conference's evaluation.

Implementation of the decisions of the 2008 International Conference on Education monitored

Performance indicators:

- Appropriate mechanisms for the monitoring of decisions of the 2008 ICE established;
- Follow-up actions targeting inclusive educational policies sustained.

UNESCO International Institute for Educational Planning (IIEP)

01024

General Conference resolution 34 C/Res.5 for IIEP

The General Conference,

Acknowledging the report of the UNESCO International Institute for Educational Planning (IIEP) for the 2006-2007 biennium,

Recognizing the important role of IIEP in the fulfilment of Major Programme I,

1. *Requests* the IIEP Governing Board, in accordance with the Institute's Statutes and this resolution, when approving the Institute's budget for 2008-2009:
 - (a) to ensure that the objectives and activities of IIEP are in consonance with UNESCO's strategic objectives and the priorities of Major Programme I;
 - (b) to reinforce Member States' capacity-building for the planning, monitoring, evaluation and administration of education systems, paying particular attention to Africa, gender equality, youth, LDCs, SIDS and the most vulnerable segments of society, including indigenous peoples;
 - (c) to strengthen national, subregional and interregional training programmes in educational planning, administration, evaluation and monitoring in cooperation with the other UNESCO education institutes, as well as the UNESCO Institute for Statistics, regional offices for education, and other field units;
 - (d) to carry out research and studies aimed at the upgrading of knowledge in educational planning, monitoring and evaluation, and at the production, sharing and transfer of knowledge and the exchange of experiences, best practices and information in educational planning and administration among Member States, including through South-South and triangular North-South-South cooperation;
 - (e) to execute operational projects in its field of competence;
2. *Authorizes* the Director-General to support the operation of the Institute by providing a financial allocation under Major Programme I in the amount of \$5.1 million;
3. *Expresses its gratitude* to the Member States and organizations that have supported the Institute's activities through voluntary contributions and contractual agreements, as well as to the French and Argentine Governments, which provide the Institute's premises free of charge and periodically finance their upkeep, and *invites* them to continue their support for 2008-2009 and beyond;
4. *Appeals* to Member States to grant, renew or increase their voluntary contributions, with a view to strengthening the activities of IIEP, in accordance with Article VIII of its Statutes, so that, with additional resources and its premises provided by the French and Argentine Governments, it may better meet the needs of Member States in all fields of Major Programme I;
5. *Requests* the Director-General to report in the statutory reports on the achievement of the following expected results, including information on the cost-efficient use of human and financial resources, particularly in the areas of travel, publications and contractual services, for each of the results reported, following

the principles of transparency, efficiency and rationalization:

- National capacities strengthened in educational planning and management (EPM)
- Capacity requirements and constraints in educational planning and management documented
- Education stakeholders informed of significant developments in educational planning and management
- Findings of strategic research and best practices disseminated
- Capacities of Member States enhanced in planning, implementing, managing and monitoring education sector programmes.

01025

Background

The mission of the International Institute for Educational Planning (IIEP) is to promote training and research in educational planning; policy analysis; and implementation of plans in relation to economic and social development. To this end, IIEP organizes training courses, seminars and symposia for senior civil servants, educational planners and managers at different levels of education systems. The Institute is a focal point for existing knowledge and experience in its specialist domains, and promotes research into new concepts and methods of educational planning and management (EPM) likely to further economic and social development.

Strategy

The 2008-2009 biennium will be the first in the implementation of the Institute's 8th Medium-Term Plan (2008-2013). In keeping with the overarching objective "attaining quality education for all and lifelong education", and its translation into the biennial sectoral priorities, IIEP's main contribution to Major Programme I will come under **MLA 2**.

IIEP will continue to offer the Advanced Training Programme (in Paris) and the Regional Training Course (in Buenos Aires). This residential offer will be complemented by Intensive Training Courses delivered in-country for the most part, provided additional funds are secured. Additionally, the Institute will seek to strengthen its offer of distance education in order to help bridge the gap of qualified educational planners and managers in Member States. In order to better integrate all these training offers, the Institute will seek to develop a portable credit system to allow participants to move from the shorter forms of training towards the Advanced Training Programme. In doing so, IIEP will reinforce the capacities of Member States to design educational policies, draw up coherent plans, and implement and monitor plans with a view to achieving the objectives of EFA and the relevant Millennium Development Goals. Furthermore, IIEP will develop support mechanisms for its alumni. IIEP will contribute to the Education Sector's efforts in developing global frameworks and common approaches to capacity development in EPM.

Acknowledging that capacity development is twofold, individual and institutional, the Institute will endeavour to strengthen the capacities of ministries and institutions working in the field of educational planning and management. To do so, the Institute will pursue its strategy of posting on the web the

different training materials that it will publish. Subject to the availability of funds, it will continue to support the Asian Network of Training Research Institutions in Educational Planning (ANTRIEP) – 18 institutions – and provide assistance to the Southern and Eastern African Consortium for Monitoring Educational Quality (SACMEQ) – 15 ministries of education. In order to enhance its assistance to Member States, IIEP will set up a think-tank on capacity development. The Institute will also assist the Education Sector in the area of capacity development.

As an integral component of its strategy for capacity development, IIEP will provide, upon availability of extrabudgetary funding, on-demand technical assistance to Member States in EPM (e.g. Afghanistan).
[MLA 4]

IIEP's training is informed by the research it conducts. This linkage ensures the adequacy between the teaching offered and the reality of the work of the planners and the administrators it trains. In the course of this biennium, IIEP will seek funds to undertake research in the areas of access to education at primary and post-primary levels. It will also continue its research on monitoring learning achievements and different factors that contribute to quality. Research axes will be relevant to educational planning and management. Recognizing that the primary mission of the Institute is capacity development in its areas of competence, IIEP will associate local researchers and local research teams with the work it will carry out. This will ensure that the research is nationally owned and that an adequate level of competence in terms of methodology and research capabilities is transferred.

Active dissemination of research findings will take place through print and electronic publications. In addition, IIEP will develop communication and dissemination tools specifically targeted at policy-makers and planners at central and local levels as well as training institutions. It is expected that the continued policy of strengthening the Institute's depository libraries will contribute to reducing the information gap in educational planning and management. In doing so, IIEP will be contributing to achieving the objectives of **MLA 3**.

01026

Expected results at the end of the biennium

National capacities strengthened in educational planning and management (EPM).

Performance indicator:

- Number of men and women trained:
 - *Benchmarks: 100 EPM specialists from Member States trained through the Advanced Training Programme (ATP); 150 specialists from Member States trained through distance education.*

Capacity requirements and constraints in educational planning and management (EPM) documented.

Performance indicator:

- Number of working documents produced:
 - *Benchmarks: 6 country analyses of capacity requirements and constraints to capacity development in EPM; 6 thematic studies on capacity development constraints and strategies; 1 e-platform with 250 documents on capacity development.*

Education stakeholders informed of significant developments in educational planning and management.

Performance indicator:

- Type of dissemination opportunities:
 - *Benchmarks: 6 newsletters in English, French and Spanish; 4 UNESCO publications.*

Findings of strategic research and best practices disseminated.

Performance indicator:

- Number of working documents:
 - *Benchmarks: 15 working documents (in print and electronic forms); 2 policy fora.*

Capacities of Member States enhanced in planning, implementing, managing and monitoring education sector programmes.

Performance indicator:

- Number of countries receiving long-term technical assistance.

UNESCO Institute for Lifelong Learning (UIL)

01027

General Conference resolution 34 C/Res.6 for UIL

The General Conference,

Acknowledging the report of the UNESCO Institute for Lifelong Learning (UIL) for the 2006-2007 biennium,

Expressing its satisfaction that the Host Country Agreement of UIL has been signed between the German Government and UNESCO to make it a fully-fledged UNESCO category 1 institute,

Recognizing adult literacy and basic education as a key tool and the strategic importance of the Literacy Initiative for Empowerment (LIFE) for achieving the Millennium Development Goals (MDGs), education for all (EFA), and the objectives of the United Nations Literacy Decade (2003-2012),

Reaffirming the importance of a system of recognition, validation and accreditation of all forms of learning, including non-formal and informal learning for lifelong learning for all,

Recognizing the strategic importance of the forthcoming Sixth International Conference on Adult Education (CONFINTEA VI) for promoting literacy, non-formal education, adult and lifelong learning and contributing to the attainment of EFA, the United Nations Decade of Education for Sustainable Development (2005-2014) and the Millennium Development Goals,

1. *Requests* the Governing Board of UIL:

- (a) to ensure that the objectives and activities of UIL are in consonance with UNESCO's strategic objectives and the priorities of Major Programme I;
- (b) to provide conditions for the further institutional development of UIL, while reinforcing its function of assisting Member States through research, capacity-building, policy dialogue, advocacy, South-South and triangular North-South-South cooperation, as well as inter-agency cooperation, and its specific networks;
- (c) to reinforce the Institute's capacity for the global coordination of the Literacy Initiative for Empowerment (LIFE), as well as to provide necessary assistance to Member States to meet the LIFE objectives;
- (d) to take the necessary measures to prepare for the Sixth International Conference on Adult Education (CONFINTEA VI) at the global, regional and national levels;
- (e) to ensure that the programme activities of UIL contribute effectively to achieving the interrelated aims of the above-mentioned international commitments, specifically by:
 - (i) enhancing national capacities to provide a wide range of learning opportunities, especially with regard to Africa, gender equality, youth, LDCs, SIDS, as well as vulnerable segments of society, including indigenous peoples;
 - (ii) supporting the International Conference on Prison Education to be held in Brussels in 2008;

- (iii) building on policy-driven research on effective learning strategies and supportive learning environments with a focus on fostering synergies between formal and non-formal education and recognition of non-formal and informal learning, in cooperation with the UNESCO Institute for Statistics (UIS) and other relevant institutes and centres of UNESCO;
 - (iv) providing an international forum for exchange of information on orientations and innovative developments regarding educational policy, concepts and best practices in adult education and learning with a focus on education for sustainable development, by preparing the Sixth International Conference on Adult Education (CONFINTEA VI) to be held in Brazil in 2009;
 - (v) collecting and disseminating information on ongoing orientations and innovations in literacy, non-formal education, and adult and lifelong learning;
- (f) to continue to mobilize the human and financial resources necessary for UIL to fulfil its objectives;
2. *Taking cognizance* of its responsibility for global coordination of the Literacy Initiative for Empowerment (LIFE) and the preparation of the Sixth International Conference on Adult Education (CONFINTEA VI), *authorizes* the Director-General to support the Institute by providing a financial allocation under Major Programme I in the amount of \$2.3 million, and *invites* him to consider increasing this allocation;
 3. *Expresses its gratitude* to the Swedish International Development Cooperation Agency (SIDA), the Government of Norway, and the Swiss Agency for Development and Cooperation (SDC), and to the German Government for its continuing support to UIL by giving a substantial financial contribution and providing its premises free of charge, to other Member States, bilateral and multilateral agencies and foundations that have supported the UIL programme through voluntary contributions, and *invites* them to continue their support in 2008-2009 and beyond;
 4. *Appeals* to Member States to grant or renew their support in order to enable UIL to meet the priorities set in the Literacy Initiative for Empowerment (LIFE), to renew the international commitment to adult learning and sustainable development, and to carry out activities to attain the EFA goals, especially goals 4 and 3;
 5. *Requests* the Director-General to report in the statutory reports on the achievement of the following expected results, including information on the cost-efficient use of human and financial resources, particularly in the areas of travel, publications and contractual services, for each of the results reported, following the principles of transparency, efficiency and rationalization:
 - Capacities improved in Member States regarding the recognition, accreditation and validation of achievements in different forms of learning, including non-formal and informal learning
 - Capacities increased for policy formulation and programme delivery in literacy and non-formal education in Member States, especially in the Literacy Initiative for Empowerment (LIFE) countries, resulting in increases in the literacy rate
 - Relevant programmes developed for vulnerable populations and groups with special needs
 - ONFINTEA VI prepared, held and followed up; commitment to adult education enhanced; greater visibility, integration, and political and financial support for adult education achieved
 - Cooperation and networking among the Member States in the Africa region enhanced in order to build capacities for the design, delivery and evaluation of literacy, non-formal education and adult education programmes, resulting in increases in the literacy rate
 - Recommendations of the six regional conferences on literacy implemented.

Background

Through its activities, UIL assists Member States in realizing the right to education and learning for all, with a focus on disadvantaged and marginalized groups. These activities regularly integrate elements of action-oriented and policy-driven research, capacity-building, policy dialogue and advocacy, as well as networking and information dissemination.

Strategy

Activities are clustered around four strategic goals:

- (1) creating a conducive environment for learning societies that recognize and support the right to education of every citizen, embracing formal, non-formal and informal modes of learning through support in the formulation of lifelong learning policies; establishment of links between formal and non-formal education; strengthening initiatives on the recognition, validation and accreditation of non-formal and informal learning; promotion of comparative research on conditions for sustainable and gender-just learning societies; and fostering partnerships and networks with research institutes and academic institutions on the implementation of lifelong learning policies;
- (2) enhancing literacy as a central component of quality education for all through coordination of UNESCO's Literacy Initiative for Empowerment (LIFE); mobilizing political, financial and technical support at international, regional and national levels; technical assistance and capacity-building in policy formulation and programme implementation, monitoring and evaluation in selected countries; research-based advocacy for integrating literacy into international initiatives and national policies; research on the impact of literacy programmes and on quality indicators for literacy programmes; organization of platforms for policy dialogue, networking and exchange of expertise; and implementation of effective monitoring and evaluation systems;
- (3) providing broad recognition of adult learning and non-formal education for ensuring sustainable development and respective integration of programmes through coordination of the CONFINTEA process at international and regional levels; documentation and dissemination of good examples of adult and non-formal educational policies, concepts and practices; fostering of linkages between adult learning and the EFA agenda; and facilitation of the active involvement of adult learners in the development of adult learning policies and programmes; as well as promotion of education in prisons and correctional facilities;
- (4) strengthening capacities of governments and civil society in the African region in literacy, non-formal education and adult education through support to key regional initiatives; technical support in the development of curricula, training of facilitators and sound monitoring and evaluation systems; collaboration with government, civil society, academic institutions and the private sector to ensure improved delivery of adult basic education services; information on good practices in the delivery of basic and continuing learning in the region and worldwide; and capacity-building in addressing the education and learning implications of critical issues in the region, such as multilingualism, HIV and AIDS, gender disparities and post-conflict policies.

UIL will continue to provide assistance through its documentation centre, its publications (especially the *International Review of Education*) and through its networks such as ALADIN and the International Adult Learners Week.

UIL will thus contribute to the achievement of MLAs 1 and 2 of Sectoral Priority 1 and MLAs 3 and 4 of Sectoral Priority 2.

Expected results at the end of the biennium

Capacities improved in Member States regarding the recognition, accreditation and validation of achievements in different forms of learning, including non-formal and informal learning.

Performance indicator:

- Number of countries with developed capacities and applied systems of recognition, validation and accreditation (RVA).

Capacities increased for policy formulation and programme delivery in literacy and non-formal education in Member States, especially in the Literacy Initiative for Empowerment (LIFE) countries, resulting in increases in the literacy rate.

Performance indicators:

- Number of countries where literacy policies have been integrated into national development and education plans;
- Number of learners (men and women) reached by quality literacy programmes;
- Number of personnel (men and women) trained at all levels.

Relevant programmes developed for vulnerable populations and groups with special needs.

Performance indicators:

- Number of programmes and countries reviewed and supported;
- Scale and quality of programmes developed.

CONFINTEA VI prepared, held and followed up, commitment to adult education enhanced, greater visibility, integration, and political and financial support for adult education achieved.

Performance indicators:

- Number of national and regional preparatory activities implemented, inter-agency coalition built, number and diversity of partners involved, decisions endorsed.

Cooperation and networking among the Member States in the Africa region enhanced in order to build capacities for the design, delivery and evaluation of literacy, non-formal education and adult education programmes, resulting in increases in the literacy rate.

Performance indicator:

- Increased provision of and participation in literacy, non-formal education, adult and lifelong learning programmes of high quality.

Recommendations of the six regional conferences on literacy implemented.

Performance indicator:

- Number of countries where literacy policies linked to the outcomes of the regional conferences have been developed.

UNESCO Institute for Information Technologies in Education (IITE)

01030

General Conference resolution 34 C/Res.7 for IITE

The General Conference,

Acknowledging the report of the UNESCO Institute for Information Technologies in Education (IITE) for the 2006-2007 biennium,

Bearing in mind that the application of information and communication technologies (ICTs) in education should help meet the challenges of knowledge societies, contribute to the reduction of the digital divide, including disparities in access to knowledge, and provide opportunities for attaining quality education and lifelong learning for all in knowledge societies,

1. *Requests* the IITE Governing Board to ensure that IITE in 2008-2009, following its mandate, should:
 - (a) support UNESCO's strategic objectives and the priorities of Major Programme I in close cooperation with UNESCO Headquarters, field offices, institutes and centres and National Commissions;
 - (b) enhance global, regional and national capacity-building in the application of ICTs in education systems of Member States, particularly focusing on upstream ICT in education policy work;
 - (c) carry out research in different fields of ICT applications in education, aimed particularly at informing education policy work on improving the quality of education, exploring and promoting an information environment for education, and share and disseminate the findings broadly;
 - (d) develop, use and share broadly training materials and modules on various aspects of ICT applications in education at different levels, and initiate corresponding training in partnership with ministries of education as well as field offices and institutes, and focus its activities particularly in support of Africa, gender equality, youth, LDCs, SIDS and vulnerable segments of society including indigenous peoples and countries in post-conflict and post-disaster situations;
 - (e) reinforce its own activities and contribute to global clearing-house activities, enhance networking of national focal points for cooperation with IITE, and expand the IITE portal for meeting educational needs and information-sharing on best practices and innovative usage of ICTs in education;
 - (f) implement operational projects in its field of competence, in close cooperation with other UNESCO entities;
2. *Authorizes* the Director-General to support the Institute by providing a financial allocation under Major Programme I in the amount of \$1.1 million;
3. *Expresses its gratitude* to the Government of the Russian Federation for its financial contribution and for providing its premises free of charge;
4. *Appeals* to UNESCO Member States, international governmental and non-governmental organizations, donor agencies, foundations and the private sector to grant or augment their support enabling IITE to increase its programme activities in the 2008-2009 biennium;
5. *Requests* the Director-General to report in the statutory reports on the achievement of the following

expected results, including information on the cost-efficient use of human and financial resources, particularly in the areas of travel, publications and contractual services, for each of the results reported, following the principles of transparency, efficiency and rationalization:

- National educational policies integrating strategies for ICT applications formulated
- National capacities for ICT usage in education increased
- Open access provided for ICT usage in education.

01031

In line with UNESCO's strategic objectives in education, the Institute will orient its programme activities towards reinforcing national potentials in ICT applications for the development of education in three related areas – its research, training and clearing-house functions – with a particular focus on the upstream policy work. Emphasis will be placed on research and training in areas such as an information environment for education, including distance education, digital libraries in education, Internet and multimedia in education and education for people with special needs; improvement in the quality of education through ICT usage; and application of alternative and new ICT technologies in education, standards of exchange of electronic educational resources for improving the quality of education and providing access to education in knowledge societies.

IITE will develop and propose to Member States different modes of ICT usage in primary, secondary, technical and vocational as well as higher education. It will enhance capacities and inform decision- and policy-makers in this domain. The Institute will address the needs of Member States with different access to ICTs, and develop and adapt training materials and courses in order to enhance opportunities and reduce exclusion. For these purposes, IITE will concentrate its activities and develop special programmes for country-level capacity development through training, networking, research and direct support to countries. IITE will hold intensive training activities, seminars and sessions at regional and subregional levels to reinforce national potential for the preparation, implementation, evaluation and monitoring of national educational policies, programmes and action plans. The Institute will further develop its portal and integrate it with other UNESCO clearing-house functions, facilitating the exchange of information and dissemination of innovative practices. It will support teaching/learning ICT applications in teaching/learning, creating a community of prime movers and experts in the intellectual, educational, scientific and cultural spheres across UNESCO.

01032

Expected results at the end of the biennium

National educational policies integrating strategies for ICT applications formulated.

Performance indicators:

- National educational policies with ICT components increased/enhanced;
- Number of international position papers and guidance materials developed and disseminated.

National capacities for ICT usage in education increased.

Performance indicators:

- Number of men and women having participated in training;
- Number of high-quality training materials produced and widely shared and disseminated;
- Number of ICT-based innovative approaches to foster quality education developed and shared;
- Evidence of integration of ICT-based teaching/learning methods in national curricula.

Open access provided for ICT usage in education.

Performance indicators:

- Evidence of IITE web-portal consultations for decision- and policy-makers, specialists and teachers;
- Number and size of networks of national focal points and training centres, ICT specialists and institutions;
- Number of online research workshops and training activities;
- Number of open training materials and databases.

UNESCO International Institute for Capacity-Building in Africa (IICBA)

01033

General Conference resolution 34 C/Res.8 for IICBA

The General Conference,

Acknowledging the report of the UNESCO International Institute for Capacity-Building in Africa (IICBA) for the 2006-2007 biennium,

Taking into account the needs of developing countries in Africa with respect to building and improving capacities for education development and reform in order to meet the education for all (EFA) goals,

1. *Requests* the IICBA Governing Board, in accordance with the Institute's Statutes and this resolution, when approving the Institute's budget for 2008-2009 to:
 - (a) ensure that the objectives and activities of IICBA are coherent with UNESCO's strategic objectives and the priorities of Major Programme I, with special emphasis on gender equality, youth, LDCs and SIDS as well as the most vulnerable segments of society, including indigenous peoples;
 - (b) strengthen the Institute's capacity in teacher education to lead jointly with the Education Sector and the Regional Office for Education in Africa (BREDA) the implementation, monitoring and evaluation of UNESCO's Teacher Training Initiative for Sub-Saharan Africa (TTISSA);
 - (c) support the Institute's efforts to build capacities for education policy and leadership in Africa;
 - (d) ensure that open and distance learning and ICTs are applied to help address the problems of teacher shortages in Africa;
 - (e) explore innovative approaches to support African teachers in dealing with a host of challenges, including HIV/AIDS;
 - (f) mobilize effective partnerships and networks with governments, donors and bilateral and multilateral organizations in order to identify and execute comprehensive strategies for Africa's education development;
2. *Invites* the Governing Board to ensure that the orientations and activities of IICBA are harmonized with the strategic objectives and priorities of the education programme, and that its programme is well coordinated with the UNESCO Regional Office for Education in Dakar within the context of the overall regional education programme;
3. *Authorizes* the Director-General to support the Institute by providing a financial allocation under Major Programme I in the amount of \$2 million;
4. *Expresses its gratitude* to Member States and organizations that have supported the Institute's establishment and programmes;
5. *Appeals* to all Member States to provide, renew and increase their voluntary contributions, with a view to enabling IICBA to contribute to the substantive improvement of teacher education and other educational institutions in Africa;

6. *Requests* the Director-General to report in the statutory reports on the achievement of the following expected results, including information on the cost-efficient use of human and financial resources, particularly in the areas of travel, publications and contractual services, for each of the results reported, following the principles of transparency, efficiency and rationalization:
- Capacities of ministries of education, teacher education and training institutions strengthened in a selected number of countries, with a focus on those countries participating in the Teacher Training Initiative for Sub-Saharan Africa (TTISSA)
 - Quality research on recruitment, training, retention and welfare of teachers conducted and disseminated in a number of countries
 - National efforts to achieve the EFA goals supported through training in the use of ICTs in education and in school leadership and management in selected countries
 - Effective partnerships with relevant stakeholders concerning teacher education strengthened, with a focus on the countries participating in the Teacher Training Initiative for Sub-Saharan Africa (TTISSA).

01034

As the UNESCO institute mandated to work with teacher education institutions in Africa, IICBA's main contribution under Major Programme I in the 2008-2009 biennium will be in capacity development in policy, planning, monitoring and evaluation (MLA 2) in relation to teacher development in Africa. Studies have shown that most sub-Saharan African countries require assistance in the areas mentioned. IICBA shall provide capacity development through training of core staff in ministries of education and teacher education institutions using open and distance learning (ODL), ICTs and face-to-face training, and establishing networks of communities of practice in teacher education. It will also work in promoting policy dialogue and research and setting norms and standards (MLA 3) for teacher education in Africa. Under this main line of action, IICBA will support, in cooperation with the relevant Division at Headquarters and Regional Bureau for Education in Africa (BREDA), the Teacher Training Initiative for Sub-Saharan Africa (TTISSA) through undertaking research in teacher policy, particularly in the areas of recruitment, training, retention and welfare. It will also work to enhance the quality and coherence of teacher professional development on the continent. Following the Education Sector reform, IICBA will work closely with all field offices in the region, under the overall coordination of BREDA, in the effort to achieve the Dakar Goals (MLA 4). It intends to do this through advocacy and promotion of good practice, and the implementation of UNESS and CCA/UNDAF. In line with the importance of developing viable partnerships (MLA 1), IICBA shall work very closely with the African Union for the successful implementation of the Second Decade of Education in Africa. It shall also strengthen its partnerships with relevant stakeholders (ADEA, AVU, ADB, UNAIDS) for the realization of the goals of the three major initiatives of UNESCO, namely LIFE, TTISSA and EDUCAIDS. Further efforts will be made to mobilize extrabudgetary resources to support the Institute's actions in the region.

Expected results at the end of the biennium

Capacities of ministries of education and teacher education and training institutions strengthened in a selected number of countries, with a focus on those countries participating in TTISSA.

Performance indicators:

- Number of teacher educational policies developed in selected TTISSA countries;
- Number of training materials on management of teacher education institutions developed in multiple language versions;
- Number of training workshops on school leadership and women's leadership in education; ICTs in education and HIV and AIDS mainstreaming in teacher education provided.

Quality research on recruitment, training, retention and welfare of teachers conducted and disseminated in a number of countries.

Performance indicator:

- Research on recruitment, training, retention and welfare of teachers undertaken.

National efforts to achieve the EFA Goals supported through training in the use of ICTs in education and in school leadership and management in selected countries.

Performance indicators:

- Evidence of advocacy and dissemination of good practices in teacher education promoted;
- Level of support to cluster and national offices in implementing teacher-related issues identified in the UNESS and CCA/UNDAF documents.

Effective partnerships with relevant stakeholders in teacher education strengthened, with a focus on those countries participating in TTISSA.

Performance indicators:

- Evidence of cooperation and collaboration with the African Union in the implementation of the Second Decade of Education for Africa;
- Number and scope of partnership agreements/exchange visits and other collaborative activities among TTISSA countries.

UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC)

01036

General Conference resolution 34 C/Res.9 for IESALC

The General Conference,

Acknowledging the report of the UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC) for the 2006-2007 biennium,

Convinced of the strategic role which IESALC has to play in the renewal of higher education in Latin America and the Caribbean, and in guaranteeing its increasing impact in the promotion of the scientific and technological development of the countries of the region,

1. *Requests* the Governing Board of IESALC to give priority to the following objectives in the Institute's programme:
 - (a) to ensure that the objectives and activities of IESALC are in consonance with UNESCO's strategic objectives and the priorities of Major Programme I, with special emphasis on gender equality, youth, LDCs and SIDS as well as the most vulnerable segments of society, including indigenous peoples;
 - (b) to contribute to the transformation, expansion and consolidation of higher education in Latin America and the Caribbean with the purpose of guaranteeing its increasing quality, relevance, equity, inclusion and respect for diversity, and access to multilingual higher education, through assistance to Member States' institutions of higher education in the formulation, implementation and evaluation of higher education policies;
 - (c) to promote and reinforce inter-university cooperation, as well as the collaboration of higher education institutions with society in general, including the establishment of specialized cooperation networks focusing on research, planning, management and evaluation in the field of higher education, and to play an active role in the coordination of joint projects of regional scope, favouring a conjunction of actions and resources, notably through South-South and triangular North-South-South cooperation;
 - (d) to act as an information clearing house and reference centre on the orientations, best practices and challenges of higher education in the region, thus supporting Member States and institutions in the improvement of their policies and activities and in the strengthening of national and regional capacities;
2. *Also requests* the Governing Board to ensure that the activities of IESALC contribute to the implementation of the Regional Education Project for Latin America and the Caribbean (PRELAC);
3. *Authorizes* the Director-General to support the Institute by providing a financial allocation under Major Programme I in the amount of \$2.2 million;
4. *Expresses its gratitude* to the Government of the Bolivarian Republic of Venezuela for its continuing support and for providing the premises of IESALC free of charge;
5. *Urges* Member States, international organizations, donor agencies, foundations and the private sector to

grant or renew their support to enable IESALC to implement the programme activities envisaged for the 2008-2009 biennium;

6. *Requests* the Director-General to report in the statutory reports on the achievement of the following expected results, including information on the cost-efficient use of human and financial resources, particularly in the areas of travel, publications and contractual services, for each of the results reported, following the principles of transparency, efficiency and rationalization:
 - Greater access provided for Member States of the region to high-quality information and knowledge on orientations, best practices and challenges of higher education
 - Support provided for the recommendations of the Regional Education Project for Latin America and the Caribbean (PRELAC)
 - Capacities of Member States of the region strengthened in formulating, operationalizing, implementing and monitoring public policies on higher education, including access to multilingual higher education
 - Management capacities of the university systems in the region improved through the development and institutionalization of practices and mechanisms of evaluation and accreditation
 - Cooperation and networking enhanced in the region for the common Latin America and the Caribbean space of knowledge and higher education, using normative instruments such as the 1974 Convention on the Recognition of Studies, Diplomas and Degrees in Higher Education in Latin America and the Caribbean.

01037

IESALC will cooperate with the Member States, relevant institutions, non-governmental entities and other UNESCO units to promote the development and expansion of higher education in Latin America and the Caribbean. It will aim at enhancing the quality and relevance of higher education and will strive to guarantee the expansion of coverage with equity, inclusion and respect for diversity. The Institute will foster closer relations between higher education institutions and education systems as a whole, as well as with society in general, in order to contribute to sustainable human and social development, to achieve quality education for all and to strengthen the linkages between scientific research, innovation and technological development. It will ensure that higher education will have a key role in education reform and innovation in the region by contributing to the implementation of the Regional Project of Education for Latin America and the Caribbean (PRELAC).

IESALC will consolidate its position as a UNESCO regional institute, in close collaboration with the Regional Bureau for Education in Santiago, by fulfilling its threefold function as a:

- (1) regional platform for intellectual and thought leadership for higher education innovation and reform. In this regard, it will also assess major trends and innovations in the field of higher education through the mapping of nationwide tertiary systems, aimed at diagnosing, anticipating and responding to emerging trends and needs in the region. It will be a reference centre and a laboratory of ideas, actively helping to lay out public policies and institutional reforms, identify problems, design strategies, create spaces for dialogue and disseminate information;
- (2) provider of technical assistance. IESALC will provide technical assistance to Member States to strengthen their institutional and human capacities concerning the formulation, planning, implementation and monitoring of public policies in the field of higher education, and to improve their

management, follow-up, and evaluation capacities, in favour of scientific and technological development and the attainment of the World Conference on Higher Education (WCHE) goals; and

- (3) catalyst for cooperation initiatives and networking in the region. IESALC will promote interregional cooperation in the field of higher education among governments in the region, non-governmental, regional and subregional networks, national associations and councils of higher education institutions. These collaborative efforts among this broad range of actors and stakeholders will be reinforced by IESALC to ensure a more concerted and effective cooperation among them and to build a coalition of regional partners to support and enrich the Institute's interventions.

In addition, IESALC will continue to function as the Secretariat of the Regional Committee for the implementation of the 1974 Convention on the Recognition of Studies, Diplomas and Degrees in Higher Education in Latin America and the Caribbean. It will thus contribute to the configuration and integration of a Latin America and the Caribbean academic space aimed at strengthening academic mobility and cooperative research to foster the quality and relevance of higher education in the region and its contribution to scientific and technological development, as well as to a culture of innovation.

01038

Expected results at the end of the biennium

Greater access provided for Member States of the region to high-quality information and knowledge on orientations, best practices and challenges of higher education.

Performance indicators:

- Number of research and other studies published;
- Number of national databases on higher education consolidated by MESALC project;
- Number of research and other studies downloaded from IESALC's site;
- Number of visits to UNESCO-IESALC's site.

Support provided for the recommendations of the Regional Education Project for Latin America and the Caribbean (PRELAC)

Performance indicator:

- Number of inter-institutional cooperation programmes on education supported.

Capacities of Member States of the region strengthened in formulating, operationalizing, implementing and monitoring public policies on higher education, including access to multilingual higher education.

Performance indicators:

- Level of technical assistance provided;
- Number of men and women trained;
- Number of conferences and seminars on higher education supported or promoted.

Management capacities of the university systems in the region improved through the development and institutionalization of practices and mechanisms of evaluation and accreditation.

Performance indicators:

- Number of international and inter-university cooperation programmes supported or promoted;
- Number of programmes of national accreditation and evaluation processes supported and developed;
- Number of studies and proposals on the mechanisms of evaluation and accreditation produced.

Cooperation and networking enhanced in the region for the common Latin America and the Caribbean space of knowledge and higher education, using normative instruments such as the 1974 Convention on the Recognition of Studies, Diplomas and Degrees in Higher Education in Latin America and the Caribbean.

Performance indicators:

- Number of seminars and meetings of university networks and associations promoted or supported;
- Number of university networks and associations participating in IESALC's events;
- Number of agreements and projects of cooperation signed and implemented;
- Number of UNESCO Chairs participating in regional events.

MP II

Natural sciences

Major Programme II

Natural sciences

SC 1

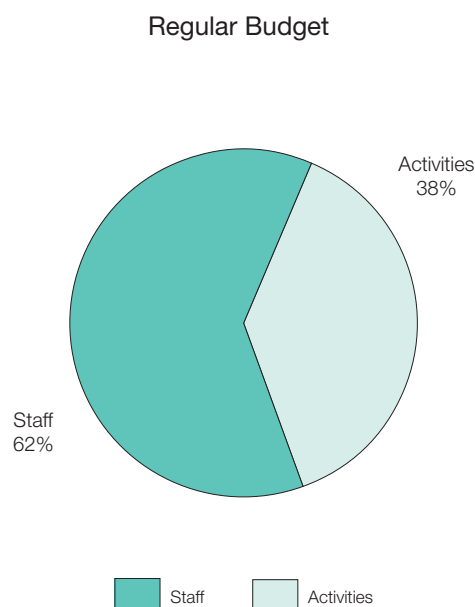
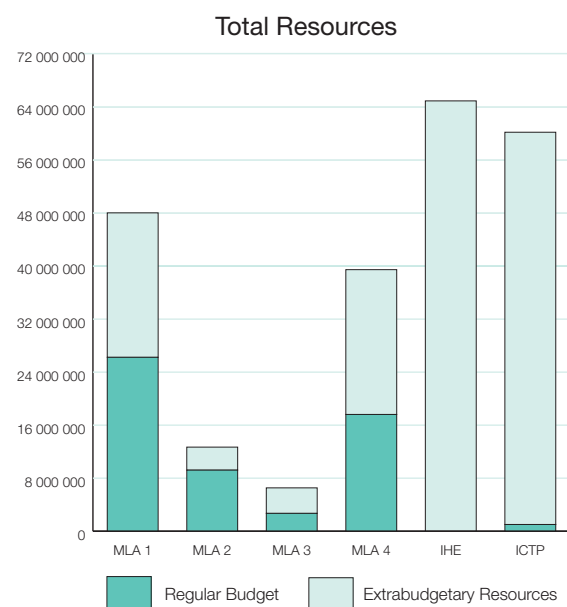
Main Line of Action	Regular Budget		TOTAL 34 C/5 Approved	Extrabudgetary ²
	Activities ¹	Staff		
	\$	\$	\$	\$
MLA 1 Fostering policies, technical capacity-building, research, networking, education and international cooperation in the fields of water, ecological and earth sciences for enhancing societal responses	10 142 500	16 094 600	26 237 100	21 798 300
MLA 2 Oceans and coastal zones: improving governance and fostering inter-governmental cooperation through ocean sciences and services	3 754 600	5 459 000	9 213 600	3 475 200
MLA 3 Promoting science, knowledge and education for disaster preparedness and mitigation, and enhancing national and regional coping capacities, including through support for the development of risk reduction networks and monitoring and assessment measures, such as tsunami early warning systems	1 251 400	1 441 500	2 692 900	3 848 600
MLA 4 Supporting science, technology and innovation policies for sustainable development and poverty eradication, and developing capacities in basic sciences, energy and engineering	5 194 100	12 421 600	17 615 700	21 849 600
UNESCO science institutes				
UNESCO-IHE Institute for Water Education (UNESCO-IHE)	–	–	–	64 930 000
The International Centre for Theoretical Physics (ICTP) ³	1 015 000	–	1 015 000	59 185 800
Total, UNESCO science institutes	1 015 000	–	1 015 000	124 115 800
Total, Major Programme II	21 357 600	35 416 700	56 774 300	175 087 500

1. Including HQs indirect programme costs for an amount of \$300,900.

2. Funds already received or firmly committed, including posts financed from FITOCA and/or other extrabudgetary funds (OPF).

3. The amount for ICTP represents the financial allocation from the regular budget and might be subsequently used for financing activities and/or staff.

Distribution of Resources



DECENTRALIZATION OF REGULAR BUDGET						
Headquarters/Region	Activities		Staff		34 C/5 Approved TOTAL	
	\$	weight %	\$	weight %	\$	weight %
Headquarters	14 036 300	65.7	24 251 000	68.5	38 287 300	67.4
Africa	2 173 900	10.2	3 473 600	9.8	5 647 500	9.9
Arab States	1 254 100	5.9	1 443 400	4.1	2 697 500	4.8
Asia and the Pacific	1 769 200	8.3	2 987 600	8.4	4 756 800	8.4
Europe and North America	527 100	2.5	1 780 900	5.0	2 308 000	4.1
Latin America and the Caribbean	1 597 000	7.5	1 480 200	4.2	3 077 200	5.4
Total, Field	7 321 300	34.3	11 165 700	31.5	18 487 000	32.6
TOTAL (Headquarters + Field)	21 357 600	100.0	35 416 700	100.0	56 774 300	100.0

ESTABLISHED POSTS BY REGION, BY CATEGORY AND BY FUNDING SOURCE				
Headquarters/Region		34 C/5 Approved		
		ADG/D/P/NPO	GS/L	Total
Headquarters	<i>Regular Budget</i>	59	55	114
	<i>Extrabudgetary</i>	3	–	3
Africa	<i>Regular Budget</i>	15	–	15
	<i>Extrabudgetary</i>	–	–	–
Arab States	<i>Regular Budget</i>	7	–	7
	<i>Extrabudgetary</i>	–	–	–
Asia and the Pacific	<i>Regular Budget</i>	12	–	12
	<i>Extrabudgetary</i>	–	–	–
Europe and North America	<i>Regular Budget</i>	6	–	6
	<i>Extrabudgetary</i>	–	–	–
Latin America and the Caribbean	<i>Regular Budget</i>	6	–	6
	<i>Extrabudgetary</i>	–	–	–
Total, Field	<i>Regular Budget</i>	46	–	46
	<i>Extrabudgetary</i>	–	–	–
TOTAL (Headquarters + Field)	<i>Regular Budget</i>	105	55	160
	<i>Extrabudgetary</i>	3	–	3
GRAND TOTAL		108	55	163

Major Programme II

Natural sciences

02000

General Conference resolution 34 C/Res.21 for Major Programme II

The General Conference

1. *Authorizes* the Director-General:

- (a) to implement the plan of action for Major Programme II, structured around the following two biennial sectoral priorities and four main lines of action, with special emphasis on the needs of Africa, gender equality, youth, LDCs, SIDS and the most vulnerable segments of society, including indigenous peoples, focused on the contributions of science and technology to poverty eradication, peace and sustainable development, and reflecting actions to be undertaken under the relevant intersectoral platforms, in order to:

Biennial sectoral priority 1: Promoting research and technical capacity-building for the sound management of natural resources and for disaster preparedness and mitigation

- (i) with focus on the work of the International Hydrological Programme (IHP) in its seventh phase, and strongly enhanced coordination with the HELP and FRIEND sites, the G-WADI network, the IHP National Committees, the category 1 institute UNESCO-IHE, and the water-related category 2 centres and UNESCO Chairs, strengthen scientific approaches for improved water management policies and governance, technical capacity-building and education at all levels, and provide avenues for adapting to the impacts of global changes on river basins and aquifers, and actively contribute to and strengthen global monitoring, reporting and assessment through the World Water Assessment Programme (WWAP), with particular attention to sub-Saharan Africa;
- (ii) strengthen the activities and improve the performance and impact of the Man and the Biosphere (MAB) Programme and the World Network of Biosphere Reserves, including the development of biosphere reserves as learning platforms for sustainable development, including ecotourism, and for environmental management and monitoring, by leveraging resources, improving coordination and promoting cross-cutting and intersectoral activities through a variety of partnerships; reinforce UNESCO's unique role in developing research and capacity-building in geosciences, including geobiochemistry through the International Geoscience Programme (IGCP); and support the Organization's role in earth observation systems and partnerships with space agencies for monitoring changes in land, water and oceans;
- (iii) strengthen the activities of the UNESCO Intergovernmental Oceanographic Commission (IOC), as the established intergovernmental body on oceans and coastal zones within the United Nations system, reinforcing its role in improving governance

and fostering intergovernmental cooperation through ocean sciences and services in order to improve understanding of climate change and its impacts, including sea-level rise, ecosystem functioning and biodiversity; continue to observe and monitor the open ocean and coastal seas, to prepare policy recommendations for discussion by Member States, and to foster the development of institutional capacity for coastal and marine management and for marine scientific research with a view to contributing to sustainable development, in particular in developing countries, LDCs and SIDS, and to achieving the MDGs; and increase efforts to allocate resources for the benefit of Africa and LDCs, particularly with regard to the consequences of climate change;

- (iv) foster a culture of disaster preparedness for natural and human-induced disasters, including those of a technological nature, at national and regional levels, with a focus on policy advice, mastering and disseminating knowledge, and education for disaster mitigation and response, as well as on the promotion of systems and networks concerned with the assessment and mitigation of hazards, including early warning systems;
- (v) provide sufficient resources to IOC in order to facilitate the implementation of a Global Tsunami Warning System within its efforts to contribute to the development of national and regional capacities for disaster prevention, preparedness and mitigation, with a special emphasis on women, through a multi-hazard approach, and to assist in the establishment and development of tsunami early warning systems in the Indian Ocean, the Pacific Ocean, the Atlantic Ocean, the Mediterranean and connected seas, and the Caribbean and adjacent seas;

Biennial sectoral priority 2: Strengthening national and regional research and innovation systems, capacity-building, the use of technologies, and scientific networking, and encouraging the development and implementation of science, technology and innovation policies for sustainable development and poverty eradication

- (vi) foster human and institutional capacity-building in science, technology and innovation, with special emphasis on the basic sciences, engineering and energy through efforts at all educational levels, from the most basic to tertiary, and contribute to developing a culture of science education, in close cooperation with the UNESCO International Bureau of Education (IBE), and in collaboration with scientific networks, centres of excellence and non-governmental organizations, encouraging South-South and triangular North-South-South cooperation;
 - (vii) use the tools of science and technology to leverage their contribution towards poverty eradication, sustainable development and the promotion of inclusive education, especially for the girl child, as well as for the building of peace, also through strengthened cooperation between Major Programmes II and III;
 - (viii) promote access to scientific and technical knowledge and basic services through cutting-edge technologies, especially in developing countries, and support and assist Member States in the formulation and implementation of science, technology, innovation and – also within the United Nations energy coordinating structures – energy policies for sustainable development while recognizing the contribution of local and indigenous knowledge;
- (b) to allocate for this purpose an amount of \$20,857,600^(*) for activity costs and \$35,416,700 for staff costs;

(*) In addition to this allocation, the General Conference approved an amount of \$500,000 for IOC in the Appropriation Resolution (ref. 34 C/Resolution 93.1).

2. *Requests* the Director-General:

- (a) to implement the various activities authorized by this resolution, to the maximum extent possible through intersectoral platforms;
- (b) to report in the statutory reports on the achievement of the following expected results, including information on the cost-efficient use of human and financial resources, particularly in the areas of travel, publications and contractual services, for each of the results reported, following the principles of transparency, efficiency and rationalization:

Main line of action 1: Fostering policies, technical capacity-building, research, networking, education and international cooperation in the fields of water, ecological and earth sciences for enhancing societal responses

- Knowledge base relating to the impacts of global change (including climate change) on river basins and aquifer systems improved – particularly in arid and semi-arid regions – via development of adaptation strategies and sharing of strategies with national authorities and other decision-makers
- Knowledge base relating to sustainable water governance improved, by means of policy-relevant cultural, social and scientific responses, with a special focus on urban water management
- Freshwater education programme developed within the framework of the United Nations Decade of Education for Sustainable Development
- State of the world's freshwater resources monitored, assessed and reported for improved water management policies and governance
- Institutional capacities in ecosystem management and applied geosciences strengthened to foster policies, research and learning for reducing biodiversity loss, for mitigating and adapting to global change, and for enhancing earth system understanding and monitoring, including the fight against desertification
- Sustainable development promoted via establishment of interdisciplinary learning laboratories using sites of the World Network of Biosphere Reserves for research on biodiversity and sustainability
- Ecological, biodiversity and biological resources management knowledge improved, and capacities enhanced for socio-ecological research including eco-hydrology, to attain the MDGs and other internationally agreed development goals

Main line of action 2: Oceans and coastal zones: improving governance and fostering intergovernmental cooperation through ocean sciences and services

- Management of ocean resources and coastal areas improved via development of policy-relevant information on impacts of climate change and variability on marine ecosystems and coastal zones
- Healthier ocean ecosystems and sustainable coastal and ocean environments achieved by means of development and dissemination of scientific research, better information and procedures on which policies may be based
- IOC Biennial Strategy 2008-2009 implemented and results achieved reported to UNESCO governing bodies

Main line of action 3: Promoting science, knowledge and education for disaster preparedness and mitigation, and enhancing national and regional coping capacities, including through support for the development of risk reduction networks and monitoring and assessment measures, such as tsunami early warning systems

- Risks from tsunamis and other ocean-related hazards reduced through early warning systems and preparedness and mitigation measures
- Risks from hydrological extremes (floods, droughts, etc.), earthquakes, landslides, volcanoes as well as risks from human-induced disasters mitigated through integrated approaches focusing on policy advice, strengthened networks and capacities for monitoring and assessment, knowledge dissemination and education

Main line of action 4: Supporting science, technology and innovation policies for sustainable development and poverty eradication, and developing capacities in basic sciences, energy and engineering

- Evidence-based national science, technology and innovation policies formulated and adopted, integrating the principles of sustainable development and, as appropriate, the contribution of local knowledge
- Policies and practices for sustainable development of SIDS, including in the light of climate change, shared within and across SIDS regions
- National and regional capacities for research, training and education in the basic sciences strengthened to foster applications for societal needs and to encourage careers in science, taking into account gender equity and equality
- National capacities and knowledge base for the rational and balanced use of alternative sources of energy enhanced, and energy policies, management and conservation for sustainable development promoted with a view to translating them into national development plans which ensure food security and climate change mitigation
- Human and institutional capacities in engineering, technology and innovation strengthened, with a focus on knowledge management in engineering, engineering policies and a culture of maintenance

Addressing the needs of Africa

- UNESCO action plan developed and implemented in response to the African Union action platform for science and technology
- Science and technology policies and planning capacities of African Member States strengthened
- Knowledge transfer and sustainable human and institutional capacity-building improved in order to develop a national culture of maintenance
- Knowledge base and capacities for local, national and regional water management strengthened
- Knowledge base and capacities in formulating national energy policies and conducting pilot projects strengthened
- Initiatives in the fight against desertification encouraged and supported
- Policy advice delivered to establish national and regional research systems, especially through support to identified centres of excellence.

Major Programme II

Natural sciences

02001

Biennial sectoral priorities for 2008-2009

Biennial sectoral priority 1:

Promoting research and technical capacity-building for the sound management of natural resources and for disaster preparedness and mitigation.

Biennial sectoral priority 2:

Strengthening national and regional research and innovation systems, capacity-building, the use of technologies, and scientific networking, and encouraging the development and implementation of science, technology and innovation policies for sustainable development and poverty eradication.

International goals and commitments

Millennium Development Goals (MDGs), in particular MDGs 1, 6 and 7 (targets 9 + 10).

2005 World Summit Outcome document.

Declaration and Science Agenda Framework for Action adopted at the World Conference on Science (1999).

Johannesburg Plan of Implementation adopted at the World Summit on Sustainable Development (2002).

International Implementation Scheme for the United Nations Decade of Education for Sustainable Development (2005-2014).

International Decade for Action "Water for Life" (2005-2015).

Mauritius Declaration and Mauritius Strategy for the further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (2005).

Hyogo Declaration and Hyogo Framework for Action 2005-2015: Building the resilience of nations and communities to disaster (Kobe, 2005).

02002

Major Programme II will work towards the goals of the Medium-Term Strategy (2008-2013) by leading intersectoral efforts in pursuing overarching objective 2, "Mobilizing science knowledge and policy for sustainable development" and its associated strategic programme objectives (SPOs): "Leveraging scientific knowledge for the benefit of the environment and the management of natural resources" (SPO 3), "Fostering policies and capacity-building in science, technology and innovation" (SPO 4) and, "Contributing to disaster preparedness and mitigation" (SPO 5). Major Programme II will also contribute to the attainment of the other overarching objectives of document 34 C/4, as well as strategic programme objective 14 which relates to several overarching objectives. In addition, Major Programme II will contribute to several intersectoral platforms. Programmatic activities will demonstrate the strategic interface between science, education, culture and communication, drawing on expertise and contributions in all of UNESCO's fields of competence. Overall, cooperation between Major Programmes II and III will be intensified in order to make better use of their combined strengths to address scientific questions of societal and economic importance.

02003

Science and technology are critical drivers for achieving sustainable development, poverty eradication, and ultimately peace and security. The importance of science and technology to attain the MDGs and other internationally agreed development goals has been emphasized in several major summits and United Nations conferences in recent years and is explicitly addressed in the 2005 World Summit Outcome document, thereby providing an essential framework for UNESCO's actions in science and technology.

02004

Major Programme II is also guided by other internationally agreed development goals and commitments, including the Hyogo Framework for Action on Disaster Resilience 2005-2015, the Mauritius Strategy for the further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (SIDS), the Convention on Biological Diversity's 2010 target, as well as the international decades of Education for Sustainable Development and Water for Life.

02005

Building human and institutional capacities in the sciences will be a central function of Major Programme II. UNESCO will use the transformative power of science and technology to promote peace and poverty eradication. In fostering the right to enjoy the benefits of scientific innovations and progress, which is intrinsically linked to the right to education and the right to information, the Organization will assist developing countries to enhance their capacity to deal with issues pertaining to environmental sustainability, including the formulation and implementation of policies for environmental management and protection and the use of applied research for environment and sustainable development to address the issue of poverty eradication. UNESCO will also promote and support initiatives to enhance access to and strengthen science education at all levels, and will promote the use of science as a lever for fostering peace, as well as a tool for creating a culture of maintenance. Information and communication technologies will be utilized to enhance access to scientific knowledge and information. UNESCO will encourage the setting up and further development of networks of centres of excellence in the basic and engineering sciences dedicated to the development and application of science and technology to address specific human, developmental and environmental challenges. Strong emphasis will be placed on helping countries design and implement national science, technology and innovation policies, integrating indigenous knowledge systems as appropriate. Energy management, energy conservation, as well as alternative and renewable energy sources for sustainable development will also receive special attention through the provision of policy advice, the building of human and institutional capacities and the dissemination of S&T knowledge in these areas. Finally, UNESCO will address concrete threats from global climate change, environmental deterioration and natural disasters including those induced by human activity, drawing on scientific research, and will also contribute to responding to ethical challenges brought on by advances in science and technology.

02006

Strong emphasis will be placed on responding to the special needs of Africa, least developed countries (LDCs) and small island developing States (SIDS). Attracting youth, in particular girls, to careers in science, promoting young researchers and empowering women through access to science and technology will also be priorities across all activities of Major Programme II. Programmes will also reflect cutting-edge research and promote awareness of new and emerging fields of science.

02007

Capacity-building and research activities will build on the success of the two UNESCO science-related category 1 institutes, i.e. the UNESCO-IHE Institute for Water Education (IHE) and the Abdus Salam International Centre for Theoretical Physics (ICTP), as well as the six UNESCO intergovernmental and international scientific programmes (ISPs), namely IBSP, IGCP, IHP, IOC, MAB and MOST, taking advantage of their networks and capacities at the international, national and site levels. For instance, the World Network of Biosphere Reserves will be used as biosphere-based observation and learning laboratories for sustainable development. These efforts will be complemented by almost 200 UNESCO Chairs and UNITWIN networks in the natural sciences aimed at enhancing academic solidarity and excellence through North-South, South-South and triangular (South-North-South) cooperation. The outreach of Major Programme II will be broadened through reinforced links with other international partners such as the International Council for Science (ICSU), the World Conservation Union (IUCN) and the Academy of Sciences for the Developing World (TWAS), as well as through the many scientific associations created over the years with the assistance of UNESCO and ICSU and which form a vast "alumni" network at international and regional levels in all fields of basic and applied sciences and in engineering.

02008

In delivering Major Programme II, UNESCO will perform other functions complementary to its roles as a capacity-builder and policy adviser. As a laboratory of ideas and a clearing house, UNESCO will contribute to filling the knowledge gaps in earth system science and to improving the management of intensively used ecosystems, through the coordinated work of the ISP-driven scientific research networks. Understanding the earth system is crucial to enhancing human safety and welfare, and hence observations of the earth system are critical to advancing this understanding. UNESCO will strive to increase the participation of developing countries in global earth observation and monitoring, and will assist Member States in developing capacities and in building national institutional support in this area with a view to assessing and monitoring change in order to best plan actions to adapt or mitigate the effects of global climate change, as called for by the latest IPCC reports. The Organization will also continue to promote national and international scientific data exchange policies and frameworks that secure the free and open access to global public goods information, and IOC, which provides Member States with a mechanism for global cooperation in the study of the oceans, will concentrate efforts on completing the Global Ocean Observing System for which UNESCO has been given a leadership role.

02009

The Organization will continue to carry out its benchmarking and monitoring responsibilities in the area of science and technology at both the international and national levels. Major Programme II will work in association with UIS to produce S&T indicators for monitoring purposes and for evidence-based policy advice. All such material will also be made available to UNESCO clients and partners in science and will provide data to the *UNESCO Science Report* and to major United Nations reports, including the UNESCO-led *World Water Development Report* and *Global Reporting and Assessment of the State of the Marine Environment*.

02010

UNESCO will ensure closer South-South, North-South and triangular collaboration in all its interventions, and will act as a facilitator and a catalyst for international cooperation on scientific topics of common interest, thus contributing to a culture of peace and dialogue among civilizations and cultures. The International Centre for Synchrotron Light for Experimental Science and Applications in the Middle East (SESAME), created by UNESCO, is one such example. In 2008-2009, UNESCO will continue to foster international dialogue and cooperation on emerging science and technology questions and, in particular, will contribute to enhancing the social science understanding of sustainability.

02011

Enhancing coordination and synergies with other United Nations institutions will receive priority attention during this biennium, especially with established mechanisms of the United Nations system, including UN-Water, UN-Oceans, UN-Energy, UN-ISDR, IPCC and UNFCCC. UNESCO will assert its major role in the United Nations system in the areas of freshwater and the oceans, both at the global and national levels, by contributing the essential scientific knowledge and science services for assisting countries in reaching their commitments in key ocean and water-related areas.

02012

UNESCO sciences programmes will strengthen their field orientation and will increase their integrated action at national level. UNESCO will play a proactive part in the efforts of United Nations country teams to assist Member States in the formulation and implementation of their development plans and, in particular, will strive to bring the science components into at least half of the United Nations country programmes (e.g. UNDAF, One Plan, PRS) formulated during 2008-2009, including first and foremost in the eight countries selected for the One United Nations pilot initiative. Emphasis will be placed on involving the full range of UNESCO's constituencies (UNESCO science institutes, Chairs and networks, National Commissions, etc.) and partners in science (e.g. scientific IGOs, NGOs, international and regional research and training centres, sponsoring bodies).

02013

Finally, as a result of the refocusing of Major Programme II on strategic priorities, greater resources will be concentrated on these priorities. The adoption of a more targeted approach throughout Major

Programme II and the selective reinforcement of specific programme aspects will contribute to increasing the impact of action within each biennial sectoral priority.

02014

Addressing the needs of Africa

The January 2007 African Union Summit was devoted to the theme “Science, Technology and Research for Africa’s Development” underlining the critical role of science, technology and innovation for the socio-economic development of the continent. UNESCO, as the lead of the United Nations S&T Cluster of NEPAD, was closely associated with the elaboration of NEPAD’s Science and Technology Consolidated Plan of Action (CPA), and will also lend its support to the implementation of the CPA to strengthen science and technology policies and planning capacities of African Member States. The Organization will contribute through policy advice, advocacy and capacity-building. Collaboration will be developed with scientific and engineering networks to enhance South-South and North-South interactions.

Emphasis will be placed on three flagship projects, namely: capacity-building in science policy; science, technology and engineering education; and the establishment of an African virtual campus. Assistance will be provided to African Member States in building quality science policies, standards and monitoring arrangements, and in developing policy environments conducive to scientific innovation. An African Forum for Science and Technology Policy will also be established to provide a platform for dialogue, harmonization of policies, information exchange and experience sharing. UNESCO will contribute to the revitalization of higher education and research institutes in Africa and will support various initiatives for improving science and technology programmes. University industry linkages will also be promoted and strengthened, notably through regional pilot projects to set up science incubators and parks.

To support the NEPAD Environment Action Plan, the partnership with UNEP and the African Ministerial Conference on the Environment will be strengthened, especially on the issue of managing transboundary resources, including transboundary biosphere reserves.

With respect to freshwater, a range of initiatives will be pursued to help build capacities for the management of transboundary water resources and those of African IHP National Committees. Regional activities will also be supported, including the preparation of regional hydrogeological maps and the development of project proposals for submission to the Global Environment Facility. Activities to enhance water resources management will be developed, in particular the improvement of water information systems in Africa, the assessment of drinking water quality in urban and rural areas, and the reinforcement of groundwater-related studies. UNESCO-IHE will contribute to meeting the water-related capacity-building needs of African countries, notably through postgraduate research by African students focusing on local problems.

In the ecological sciences, efforts to strengthen ERAIFT, which trains 30 African professionals a year from more than 20 countries on integrated land and resource management, will continue with a view to increasing its regional and international influence. ERAIFT will be linked to partner institutions in Latin America and Asia and the Pacific in order to adapt and replicate the ERAIFT concept in other humid tropical regions through South-South cooperation. Additionally, support to reducing rates of biodiversity loss will target the 21 African Great Ape Range States, 15 of which are LDCs.

The results of the UNESCO/IOC cross-cutting project on the Applications of Remote Sensing for Integrated Management of Ecosystems and Water Resources in Africa will be consolidated as a follow-up to the GOOS-AFRICA Framework of Action. Training and capacity empowerment in remote sensing, modelling and data analysis and products delivery will be key areas of GOOS-AFRICA activities. In the framework of the Indian Ocean Tsunami Warning System, the network of real-time sea-level stations and seismographs in Eastern and Western African States will be strengthened.

Likewise, a project addressing the expansion of coastal erosion in Western Africa will be initiated and technical missions in physical oceanography will visit Western Africa to introduce numerical coastal modelling for coastal area management.

UNESCO is also working to develop effective adaptation measures to climate change in Africa through several interrelated activities. The TIGER Initiative, undertaken in cooperation with the European Space Agency, uses earth observation technology to improve our understanding of the hydrological cycle and water resources management in Africa. The GARS programme actively promotes the organization of workshops on groundwater management in Africa. Moreover, UNESCO/IOC will collaborate with the African Monsoon Multidisciplinary Analyses and with the Variability of the African Climate System project through CLIVAR (Climate Variability and Predictability), and will lend its support to projects concerning living marine resources in the Benguela Current area through GLOBEC (Global Ocean Ecosystem Dynamics).

Finally, in the area of renewable energy, capacity-building and networking activities as well as pilot projects will be carried out under the African Chapter of the Global Renewable Energy Education and Training (GREET) Programme.

Expected results at the end of the biennium

UNESCO Action Plan developed and implemented in response to the African Union action platform for science and technology.

Performance indicator:

- 10 African countries supported in integrating S&T into development strategies.

Science and technology policies and planning capacities of African Member States strengthened.

Performance indicators:

- STI integrated in national development strategies;
- Centres of excellence reinforced;
- Availability of STI indicator information improved.

Knowledge transfer and sustainable human and institutional capacity-building improved in order to develop a national culture of maintenance.

Knowledge base and capacities for local, national and regional water management strengthened.

Knowledge base and capacities in formulating national energy policies and conducting pilot projects strengthened.

Initiatives in the fight against desertification encouraged and supported.

Policy advice delivered to establish national and regional research systems, especially through support to identified centres of excellence.

02015

Gender equality/women's empowerment

Gender equality considerations will continue to be mainstreamed in all activities of Major Programme II. In water sciences, training, capacity-building, educational activities and research projects will be designed, monitored and evaluated through a gender equality perspective. Efforts will be made to ensure a more gender-balanced representation in networks of experts, as well as access of women not only to hydrological research but also to the outputs of such research.

In the ecological and earth sciences, participation of women scholars and teachers in the capacity-building activities organized in different regions will be enhanced. Applications of women to the MAB Young Scientists Research Grant Scheme will continue to be fostered. Such emphasis on increased participation of women will be sustained and promoted for all grants and awards. The Association of African Women Geoscientists (AAWG), originally created with UNESCO's support, will receive increased assistance in order to encourage women to present their work at scientific conferences. UNESCO/IOC will also strive to achieve gender balance in all its capacity-building activities, including support to women scientists in their work environment in the follow-up to training courses.

Through various partners, notably the UNESCO-L'OREAL Partnership "For Women in Science" and the UNITWIN/UNESCO Chairs Programme, activities in the basic and engineering sciences will place special emphasis on supporting young women scientists and will deploy for this purpose a variety of means, including allocating fellowships or grants and providing mentoring, awarding prizes to increase the visibility of successful women scientists, fostering training for women scientists at various levels, encouraging the creation of associations and networks of women scientists and engineers, and increasing the public understanding of science with a focus on girls and women.

In Pacific SIDS, efforts to assess, monitor and manage coral reefs, mangrove forests and sea grass beds will focus upon the indigenous knowledge possessed by women, who are the main users of these near-shore marine habitats. Policies will be promoted which recognize that sustainable development in SIDS must be rooted in gender-specific traditional knowledge and practices, in conjunction with science. Particular attention will be paid to the key role of women in the transmission, preservation and elaboration of local knowledge.

The programme on disaster prevention will also emphasize the needs and roles of women in building a culture of disaster resilience, notably within the United Nations Cluster on Knowledge and Education for Disaster Reduction led by UNESCO. The importance of integrating a gender perspective as well as of engaging women in the design and implementation of all phases of disaster management will be highlighted. In particular, gender-sensitive and socioculturally relevant approaches incorporating local and indigenous practices for risk reduction will be promoted as integral components of education and training for disaster risk reduction. Effectiveness of decentralized, community-based disaster response mechanisms, benefiting from the mobilizing role of women and children, will be investigated and exemplified.

02016

The plan of action of Major Programme II aims at the implementation of:

- (i) the programme resolutions adopted by the General Conference, the texts of which are reproduced at the beginning of this Major Programme and of the programmes of each UNESCO science institute;
- (ii) the resolutions relating to specific items cited hereunder, the text of which appears in Volume 1 of the Records of the 34th session of the General Conference:

- 23 Renewal of the Operational Agreement between UNESCO and the Government of the Netherlands concerning the UNESCO-IHE Institute for Water Education
- 25 Establishment of the Regional Centre for Shared Aquifer Resources Management in Tripoli, Libyan Arab Jamahiriya, as a category 2 centre under the auspices of UNESCO
- 26 Granting to the International Groundwater Resources Assessment Centre (IGRAC) in Utrecht, Netherlands, the status of a category 2 centre under the auspices of UNESCO
- 27 Establishment of the International Centre of Water for Food Security at Charles Sturt University in Australia, as a category 2 centre under the auspices of UNESCO
- 28 Establishment of the Regional Centre for Water Management Research in Arid Zones in Pakistan, as a category 2 centre under the auspices of UNESCO
- 29 Establishment of the International Centre for South-South Cooperation in Science, Technology and Innovation in Kuala Lumpur, Malaysia, as a category 2 centre under the auspices of UNESCO
- 30 Establishment of the International Centre on Hydroinformatics for Integrated Water Resources Management at Itaipú Binacional, as a category 2 centre under the auspices of UNESCO
- 31 Establishment of the International Sustainable Energy Development Centre in Moscow, Russian Federation, as a category 2 centre under the auspices of UNESCO
- 32 Establishment of the International Research Centre on Karst in Guilin, China, as a category 2 centre under the auspices of UNESCO
- 33 Establishment of the International Institute for a Partnership for Environmental Development (IPED) in Trieste, Italy, as a category 2 centre under the auspices of UNESCO
- 34 Elaboration of a Central Asian renewable energy (CARE) programme, and organization of an international donors' forum for the development of renewable sources of energy in the region
- 55 Overall review of Major Programmes II and III

The plan of action also takes into account the recommendations of the General Conference concerning other draft resolutions (DRs) not retained for inclusion in the *Records of the General Conference*.

Biennial sectoral priority 1: Promoting research and technical capacity-building for the sound management of natural resources and for disaster preparedness and mitigation

- 02017** Action will focus on the four following main thrusts: (i) water dependencies: systems under stress and societal responses; (ii) policy, research and learning networks for ecological and earth sciences; (iii) oceans and coastal zones: improving governance and fostering intergovernmental cooperation through ocean sciences and services; and (iv) science, knowledge and education for disaster preparedness and mitigation.
- 02018** Understanding the earth system is critical for protecting the global environment, reducing disaster losses, and achieving sustainable development. An improved understanding of changes in the earth system and their societal and environmental impacts is therefore essential to help countries make further progress towards the relevant Millennium Declaration's development objectives and other internationally agreed development goals. In assisting countries to attain environmental sustainability (MDG 7) in particular, UNESCO will promote the creation, dissemination and use of scientific data and information concerning the global earth system and the sustainable use of natural resources in order to support evidence-based policies and decision-making. ISPs and their networks at regional, national and site levels will serve to foster exchanges, disseminate good practices and develop guidelines, respecting different natural, cultural and socio-economic contexts, and incorporating, as appropriate, knowledge and experiences of local communities.
- 02019** UNESCO will assert its international leading role in the field of freshwater, bringing innovative responses to water access, management and governance challenges, thus contributing to poverty eradication. Taking advantage of its sectoral expertise, UNESCO will particularly focus on water dependencies in systems under stress and societal responses thereto; the integration of water science and policy-making through research and education, underpinned by culture and communication; and the promotion of participatory decision-making in water-related security, health, food and energy systems. Action envisaged responds to the objectives of the water-related MDGs, the United Nations DESD and the Decade for Action: Water for Life, and addresses the following issues: the impact of global changes on surface and groundwater resources systems, including in arid and semi-arid regions; the strengthening of water governance, especially with regard to the management of shared waters, as a contributing factor to peace; mainstreaming the application of ecohydrological approaches for water resources management; and water quality and quantity protection, particularly in urban environments. Within this framework, UNESCO will pursue its long-term programme actions to build and strengthen capacities for the development and further implementation of freshwater programmes, and will continue to promote the production of integrated water resources management (IWRM) and efficiency plans, particularly with a view to integrating them also into joint United Nations country programmes. The water-related category 2 centres will actively and in a coordinated manner contribute to this task. As a contribution to the United Nations DESD, a comprehensive intersectoral freshwater education programme will be jointly designed with Major Programme I and UNESCO-IHE and launched. The UNESCO-led World Water Assessment Programme, which is a joint coordinated initiative in the context of UN-Water to monitor and evaluate the freshwater status of the world and which represents a good example of effective United Nations inter-agency cooperation, will prepare the third World Water Development Report for its presentation at the Fifth World Water Forum (March 2009). [MLA 1]

02020

UNESCO will address, in an interdisciplinary and intersectoral manner, global challenges confronting societies in the use of natural resources through policy, research and learning networks for ecological and earth sciences. As development is often pursued through unabated resource use, threats to critical ecosystem services, species and gene pools are on the rise. The social and environmental costs of economic development will need to be factored in, including the unsustainable use of natural resources and related consumption patterns that increase greenhouse gas emissions and global warming, which signal shifts in earth system processes as well as increasing vulnerabilities to natural disasters and loss of ecosystem services. UNESCO will promote policies, research and education for attaining MDG 7, while also contributing to the attainment of MDGs 1, 2 and 3. Efforts will be made to assist Member States to reduce biodiversity loss, mitigate and adapt to climate change, and to better understand and monitor earth system processes, with a special emphasis on benefits to society and relevance to policy-makers, particularly within the context of the International Year of Planet Earth (2008) for which UNESCO is the lead agency. The Man and the Biosphere (MAB) Programme will target the ecological, social, economic and cultural dimensions of biodiversity loss and will also support studies on dryland ecosystems to combat desertification through interdisciplinary research and capacity-building aimed at enhancing environmental sustainability. The governance and coordination of MAB/ICC will be realigned to emphasize regional and subregional networking and strengthen national expert contributions to in-country United Nations planning and programming efforts. As an outcome of the Third World Congress of Biosphere Reserves (Madrid, Spain, February 2008), sites of the World Network of Biosphere Reserves will be developed as learning laboratories for sustainable development in the context of UNESCO contributions to the United Nations DESD. As learning laboratories, biosphere reserves will be platforms for significantly enhanced interdisciplinary (IBSP, IGCP, IHP and IOC) and intersectoral (CLT, SHS) cooperation. The working methods, priorities and practices of the International Geoscience Programme (IGCP) are being reformed to provide a multidisciplinary platform for interaction and networking between geological, hydrological and environmental scientists; IGCP will focus on applied geosciences, including mitigation of geohazards, such as earthquakes, landslides and volcanic eruptions, and will place special emphasis on the relationship between natural geological factors and health problems, biodiversity, climate change, and mineral and groundwater resources extraction. Space-borne technological applications will be a tool for intersectoral collaboration, in particular for monitoring the state of biosphere reserves as well as World Heritage sites in the context of ecosystem and climate change. [MLA 1]

02021

In the context of global changes, the role of the oceans in the earth system is of critical importance. UNESCO/IOC will catalyse new directions for improving climate change prediction and for its underlying science; monitor the changing ocean through ocean observation and process studies at the regional and global levels; build capacity for addressing the scientific issues and the challenges of coastal area management and monitoring; and improve livelihoods from healthy oceans and coasts through informed governance and strengthened intergovernmental cooperation. Earth observation and monitoring are essential for reducing scientific uncertainty about the role of the oceans in climate change as well as the effects of climate change on ocean processes and resources. UNESCO/IOC will continue to provide the lead for the Global Ocean Observing System (GOOS), which is the oceanographic component of the Global Climate Observing System (GCOS), reporting in this capacity to the United Nations Framework Convention on Climate Change (UNFCCC). GOOS supports operational ocean services worldwide through observation, modelling and analysis of marine and ocean data including living resources, providing valuable and often life-saving information to end-users. The societal benefits of improved ocean observation will remain at the centre of the actions carried out in the framework of GOOS. All activities under main line of action 2 are underpinned by capacity-building, as most international efforts in marine sciences incorporate a training and institutional development component. Coordination with other ISPs (for example in marine biosphere reserves or World Heritage sites) and other United Nations organizations (especially UNDP, UNEP, FAO, IMO, IAEA and WMO) will primarily consist of

management efforts in field projects. A communication strategy will be developed to promote awareness of ocean issues and the importance of ocean sciences. [MLA 2]

02022

The increasing vulnerability to natural and anthropogenic disasters, including those of a technological nature, poses a major threat to sustainable development and often afflicts poor populations. In its contribution to the United Nations system-wide implementation of the Hyogo Framework for Action on Disaster Resilience 2005-2015, UNESCO will play a pivotal role within the United Nations multi-stakeholder cluster concerned with the advancement of knowledge to understand natural hazards by strengthening education, public awareness and communication towards disaster preparedness. The Organization will offer forums for the development of knowledge and education networks concerned with the assessment of natural hazards and the mitigation of their effects, including through the use of ICTs, space, innovation and engineering technologies. Capacity-building at regional and country levels will be promoted. UNESCO, through IOC, will also spearhead and coordinate international efforts to establish early warning systems and will continue to promote policies favouring approaches which combine the natural and social sciences and education to develop disaster reduction strategies. [MLA 3]

02023

The establishment of platforms on earthquake risk reduction in the Mediterranean, Asian and Balkan regions will be pursued. The feasibility of early warning systems for volcanic eruption preparedness and response will be explored. Strategies encompassing education and public awareness for disaster reduction will be fostered by UNESCO, acting as convener on behalf of the United Nations multi-stakeholder education cluster, including within the framework of DESD. In this context, attention will be paid to the critical role of women, community groups and NGOs in building a culture of disaster resilience. Support will be given to initiatives using scientific and indigenous knowledge, and capitalizing on local cultural specificities to protect people, livelihoods, cultural heritage and schools from natural and human-caused hazards. Ecosystem restoration for disaster mitigation and land-use planning for vulnerability reduction will be promoted. Technical advice will be provided to national institutions for carrying out disaster case studies and for developing recommendations for improved risk mitigation. The International Centre for Water Hazard and Risk Management (Tsukuba, Japan), in collaboration with WMO, ISDR and other partners in the framework of the International Flood Initiative will carry out studies on water-related risk assessment and management. The G-WADI network, the category 2 regional water centres for arid zones and the International Consortium on Landslides will continue work on hydrological extremes, drought and landslides, including preparations for the first World Landslide Forum in 2008. The role of groundwater as a potential emergency water supply will be ascertained with an inventory of appropriate aquifers. [MLA 3]

02024

UNESCO/IOC was mandated by the United Nations as the lead agency for coordinating the planning and implementation of tsunami early warning and mitigation systems, based on its accumulated experience of four decades of coordinating the Pacific Tsunami Warning System. In 2008-2009, IOC will consolidate the establishment of the Indian Ocean Tsunami Early Warning and Mitigation System. It will also expand this mechanism to other regions and will coordinate a global system in line with the UNESCO Strategy for Establishing a Global Tsunami Warning System. All such systems will apply an integrated multi-hazard approach, and will therefore include preparedness and awareness components besides the detection networks and risk assessment. [MLA 3]

Main line of action 1: Fostering policies, technical capacity-building, research, networking, education and international cooperation in the fields of water, ecological and earth sciences for enhancing societal responses

Expected results at the end of the biennium

Knowledge base relating to the impacts of global change (including climate change) on river basins and aquifer systems improved – particularly in arid and semi-arid regions – via development of adaptation strategies and sharing of strategies with national authorities and other decision-makers.

Performance indicators:

- Scientific and policy hydrological research in river basins undertaken, especially in Africa:
 - *Benchmarks: at least eight new basins incorporated into the HELP programme; one new subregional basin incorporated into the FRIEND network; sediment transport database enlarged through the International Sediment Initiative;*
- Guidelines for the scientifically sound management of groundwater resources in all regions developed and capacities in water resources management in arid and semi-arid zones strengthened:
 - *Benchmarks: at least four regional workshops in cooperation with category 2 centres; guidelines for improved assessment prepared.*

Knowledge base relating to sustainable water governance improved, by means of policy-relevant cultural, social and scientific responses, with a special focus on urban water management.

Performance indicators:

- The social and cultural dimensions of water management and the management of water resources across boundaries addressed through case studies, reports and communication links;
 - *Benchmarks: 2 case studies, a website, and a water-anthropology network established, 2 regional training courses and 4 reports developed, transboundary aquifers studies carried out with other United Nations agencies.*
- Assessment of integrated urban water management in various settings improved through the development of analytical tools and guidelines:
 - *Benchmark: at least 3 models or sets of guidelines developed for different cases covered.*

Freshwater education programme developed within the framework of the United Nations Decade of Education for Sustainable Development.

Performance indicator:

- Intersectoral freshwater education programme, jointly designed with ED and UNESCO-IHE, launched.

State of the world's freshwater resources monitored, assessed and reported for improved water management policies and governance.

Performance indicator:

- Monitoring and assessment of the state of the world's freshwater resources reported:
 - *Benchmark: issuance of the third edition of the World Water Development Report.*

Institutional capacities in ecosystem management and applied geosciences strengthened to foster policies, research and learning for reducing biodiversity loss, for mitigating and adapting to global change, and for enhancing earth system understanding and monitoring, including the fight against desertification.

Performance indicators:

- MAB Young Scientists Research Grants, with a focus on gender equality, Africa, least developed countries and SIDS:
 - *Benchmark: 20 grants awarded;*
- ERAIFT capacity-building experience for integrated land and ecosystem management adapted in Africa and other regions, in particular in post-conflict countries, and linkages established with UNESCO Chairs:
 - *Benchmarks: experiences adapted in 2 African subregions and 1 other region; South-South cooperation schemes for Latin America-Africa-Asia cooperation initiated;*
- Awareness by policy-makers of issues related to the governance and implementation of environmental treaties raised (CBD and UNCCD):
 - *Benchmarks: educational and public awareness material related to these treaties developed and disseminated;*
- IGCP governance mechanism reformed emphasizing interdisciplinary cooperation, in particular with other ISPs such as IHP, IOC and MAB;
- Specialized education in environmental protection, mineral and groundwater management and geohazard mitigation strengthened:
 - *Benchmark: 35 IGCP projects undertaken;*
- Public understanding of evolution of the earth system enhanced, including geoparks networking:
 - *Benchmarks: 4 maps produced – 1 geological theme map, 2 hydro-geological and geological risk maps and 1 geo-environmental map of the polar regions; 10 new geoparks, of which 5 in developing countries, included in the global geoparks network;*
- Public awareness of the need for environmentally sound development of planet Earth raised during the International Year of Planet Earth (2008):
 - *Benchmark: 1 event held each year exploring the United Nations Year theme from interdisciplinary and intersectoral perspectives;*
- UNESCO-Space Agencies Open Framework Agreement on use of satellite and remote sensing technologies in the monitoring of UNESCO-designated sites expanded:
 - *Benchmark: over 20 space partners work with UNESCO in the site monitoring process;*
- Partnerships developed with satellite-based and ground-based initiatives, i.e. Geological Applications of Remote Sensing Programme (GARS), Integrated Global Observing Strategy Partnership (IGOS), Global Earth Observation System of Systems (GEOSS), and North-South, South-South and triangular partnerships:
 - *Benchmark: 4 new countries commenced environmental monitoring through GEOSS-IGOS partnership;*

- Support to space-related studies at primary and secondary levels through the Space Education Programme and public outreach events during the International Year of Astronomy (2009):
 - *Benchmark: at least 120 people trained annually through workshops.*

Sustainable development promoted via establishment of interdisciplinary learning laboratories using sites of the World Network of Biosphere Reserves for research on biodiversity and sustainability.

Performance indicators:

- Regional, subregional and thematic networks established:
 - *Benchmark: 2 networks test the idea of learning laboratories;*
- Recommendations by MAB International Coordinating Council and Advisory Committee for Biosphere Reserves on biosphere reserves as learning laboratories for sustainable development:
 - *Benchmark: Madrid Action Plan and global compendium on biosphere reserves published;*
- Links with relevant networks of UNESCO, the United Nations and other partner organizations strengthened:
 - *Benchmark: 3 linkages with networks and partner organizations established.*

Ecological, biodiversity and biological resources management knowledge improved, and capacities enhanced for socio-ecological research including eco-hydrology, to attain the MDGs and other internationally agreed development goals.

Performance indicators:

- Socially sensitive ecohydrology concepts integrated into engineering approaches:
 - *Benchmarks: at least 2 models developed, 5 new thematic task forces operational and links reinforced with at least 1 regional ecohydrological centre;*
- Sustainable development based on sound scientific knowledge promoted through the participation of UNESCO National Commissions, MAB and IGCP National Committees, biosphere reserve coordinators and other experts pertaining to the “UNESCO constituency” in United Nations common country programme exercises:
 - *Benchmark: involvement in “One United Nations” pilot countries and 2008/2009 UNDAF roll-out countries;*
- Research projects on global climate change in mountain ecosystems developed:
 - *Benchmark: at least 10 mountain biosphere reserves participating in global climate change research network as study and monitoring sites;*
- Long-term programmes developed for arid lands and humid tropics ecosystems:
 - *Benchmark: research networks launched and publications released;*
- Scientific basis for management of great ape habitats and populations strengthened:
 - *Benchmark: conservation status of 2 great ape populations stabilized or improved;*
- Urban ecosystems managed in line with the biosphere reserve concept:
 - *Benchmark: 2 new urban biosphere reserves in place;*
- Knowledge for improved management of and adaptation strategies for coastal and marine areas synthesized:
 - *Benchmark: 3 analytical studies and sets of guidelines published;*
- Knowledge of past extinctions synthesized to inform policy-makers addressing the CBD-2010 target:
 - *Benchmarks: expert group convened and publication released.*

Main line of action 2: Oceans and coastal zones: improving governance and fostering intergovernmental cooperation through ocean sciences and services

Expected results at the end of the biennium

Management of ocean resources and coastal areas improved via development of policy-relevant information on impacts of climate change and variability on marine ecosystems and coastal zones.

Performance indicators:

- Degree of complete implementation of the open ocean module of the Global Ocean Observing System (GOOS):
 - *Benchmark: 62% of system (composed of a network of buoys, moorings, floats, tide gauges, and repeat ship of opportunity hydrographic lines) set up – baseline: 58%;*
- 1 policy brief on sea level established and disseminated;
- Number of new cases where results from IOC globally coordinated or sponsored ocean-related climate research and forecasts have been applied to address national priorities in climate assessment, adaptation, or mitigation:
 - *Benchmark: 10 countries.*

Healthier ocean ecosystems and sustainable coastal and ocean environments achieved by means of development and dissemination of scientific research, better information and procedures on which policies can be based.

Performance indicators:

- Progress achieved in global monitoring of the oceans:
 - *Benchmark: assessment of assessments phase of the regular process for global reporting and assessment on the state of the marine environment completed and transmitted to the United Nations General Assembly;*
- Number of countries with strengthened scientific capabilities to understand, forecast and manage marine and coastal environmental problems:
 - *Benchmark: 3 new local and regional initiatives utilizing IOC management guidelines and results from IOC coastal research activities;*
- 30 countries in 4 regions supported in the management of coastal and marine resources through capacity-building and increased access to available ocean data and information products:
 - *Benchmarks: 15 workshops for strengthening marine sciences institutes; 2 networks of UNESCO/IOC Chairs partnering in implementing regional projects; 10 new countries joining regional ocean data and information networks;*
- Number of countries applying integrated approaches to the management of coastal and marine resources:
 - *Benchmark: guidelines for ecosystem-based marine spatial planning tested in one biosphere reserve; development of: (i) indicator-based state of the coast reports and (ii) decision support tools for integrated coastal area management supported in 5 countries; 4 countries assisted to formulate integrated management approaches for coastal groundwater within the local integrated coastal area management framework.*

IOC Biennial Strategy 2008-2009 implemented and results achieved reported to UNESCO governing bodies.

Main line of action 3: Promoting science, knowledge and education for disaster preparedness and mitigation, and enhancing national and regional coping capacities, including through support for the development of risk reduction networks and monitoring and assessment measures, such as tsunami early warning systems

Expected results at the end of the biennium

Risks from tsunami and other ocean-related hazards reduced through early warning systems and preparedness and mitigation measures.

Performance indicators:

- Number of regional early warning systems for tsunamis and other ocean-related hazards operational:
 - *Benchmark: 4 regional tsunami systems operational (Mediterranean and Caribbean seas) or strengthened (Pacific and Indian Ocean) as part of the global multi-hazard warning system;*
- Number of preparedness materials produced or communities at risk educated with respect to natural hazards impact prevention, preparedness and mitigation measures:
 - *Benchmarks: 6 culturally adapted and gender-responsive tsunami preparedness educational materials produced in different languages; 1 community per regional warning system (4) educated in disaster prevention, mitigation and preparedness.*

Risks from hydrological extremes (floods, drought, etc.), earthquakes, landslides, volcanoes as well as risks from human-induced disasters mitigated through integrated approaches focusing on policy advice, strengthened networks and capacities for monitoring and assessment, knowledge dissemination and education.

Performance indicators:

- Networks established and operational or reinforced:
 - *Benchmark: 5 networks;*
- Countries, in particular developing ones, and institutions benefiting from capacity-building activities:
 - *Benchmark: at least 10 countries and 20 institutions;*
- Input to United Nations country-level programming on disaster risk reduction:
 - *Benchmark: 3 to 5 Member States supported;*
- Improved flood management guidelines:
 - *Benchmark: 1 set of guidelines;*
- Global geo-reference database of groundwater bodies resistant to natural and man-made disasters established and tested for use in emergency situations:
 - *Benchmark: 2 sets of guidelines for database development;*
- Methodologies developed for improved water resources management for mitigating the effects of drought:
 - *Benchmark: 1 pilot drought forecasting system developed with partners;*

- Number of countries pursuing approaches for integrating disaster preparedness and mitigation into educational curricula and community development:
 - *Benchmark: 20 Member States;*
- Public awareness increased and enhanced:
 - *Benchmark: 5 awareness kits produced and events supported.*

Biennial sectoral priority 2: Strengthening national and regional research and innovation systems, capacity-building, the use of technologies, and scientific networking, and encouraging the development and implementation of science, technology and innovation policies for sustainable development and poverty eradication

02028

Action will adopt a two-pronged approach, as follows: (i) fostering capacities, knowledge and public awareness for development in the basic sciences, energy and engineering; and (ii) policy dialogue and capacity-building in science, technology and innovation (STI) policy for sustainable development.

02029

Science and technology are vital in addressing basic human needs and helping to attain the MDGs, especially poverty eradication and sustainable development. In particular, the basic and engineering sciences are important drivers of economic and social development. Capacity-building in key areas of the basic sciences, engineering and energy will therefore be a major task during the biennium. UNESCO will promote policies and capacity-building in science, technology and innovation at all levels, and will facilitate international cooperation and global partnerships for developing and strengthening national strategies in S&T and for enhancing regional capacities in the basic sciences and their applications. The International Basic Science Programme (IBSP) and cross-disciplinary partnerships with major non-governmental and intergovernmental scientific organizations will assure close ties to the scientific community and use of information pertaining to cutting-edge science in all UNESCO's actions. A culture of science education at all levels will be promoted, as well as science advocacy for the general public and decision-makers, thus fostering a "science for peace" approach, which uses the transformative power of science as a lever to promote peace. In addressing the growing need for a reliable, environmentally responsible and economically sustainable energy supply system, UNESCO will emphasize the promotion of renewable and alternative energy sources. New approaches to national science policy development and reform and to innovation of national science systems will be initiated through international cooperation, including addressing the lack of qualified university-level science educators. Acting as a clearing house, the Organization will also facilitate the exchange of knowledge, experience and good practices in S&T policy, the basic and engineering sciences and energy as well as in the culture of maintenance.

02030

Principally through IBSP, UNESCO will focus on supporting international scientific infrastructures and their services for human resources development, fostering transfer of advanced scientific knowledge and excellence in science, as well as pooling intellectual resources and sharing research facilities. IBSP will adopt a new strategy focusing on selected priority actions in capacity-building and science education. Emphasis will be on networking and strengthening existing centres of excellence, especially in the South, in close cooperation with the highest-level representatives of the scientific community. Among the strategic partners of IBSP will be scientific unions of ICSU, TWAS, and world-renowned international centres such as CERN, ICPAM, ICGEB, and ICTP. Special emphasis will be placed on building capacities among women and young people through training programmes and programmes designed to increase awareness of and access to opportunities in science and technology, as well as improved training for

university-level science educators. The basic sciences will deal with molecular biology, biotechnology, chemistry, pure and applied physics and mathematics, as well as interdisciplinary areas that underlie human health, the preservation of the environment and human well-being. Capacity in specific disciplines will be strengthened in all regions and at all levels through science education and the fostering of a science culture. In promoting university science education, cooperation with the Education Sector will be strengthened. **[MLA 4]**

Given the focus placed by the Organization on global climate change, a new energy management strategy, highlighting renewable energy, is needed as part of an alternative model for sustainable development. The Sector will therefore place emphasis on providing policy advice, fostering the development of institutional and human capacity-building and disseminating scientific and technical knowledge pertaining to renewable energy, energy management and energy conservation, including through South-South cooperation. The implementation of the regional Chapters of the Global Renewable Energy Education and Training (GREET) Programme will be developed further through internal strategic partnerships with UNESCO's ISPs and programme sectors as well as alliances with other international organizations and institutions. This will involve the design and field implementation of training platforms, the elaboration and dissemination of educational material, the introduction of training programmes at various educational levels, the setting of educational standards, and the certification of centres of excellence to serve as catalysts for networking. UNESCO's activities in energy will fit into and contribute to the United Nations system-wide efforts, including through the collaborative arrangement on energy, UN-Energy. **[MLA 4]**

Action in the engineering sciences will address the development of human and institutional capacities, technological innovation foresight, the development of a culture of maintenance, research and knowledge management in engineering, and applications of engineering and technology geared to the pursuit of the MDGs, especially poverty eradication and sustainable development. These activities will be conducted in continued close and strategic partnerships with the World Federation of Engineering Organizations and the International Council of Academies of Engineering and Technological Sciences. **[MLA 4]**

02031

UNESCO will initiate new thinking on S&T policy development, enhance capacities for policy formulation, and promote international cooperation and exchange of experience in this area. The contribution of science to peace through dialogue will be highlighted. In cooperation with UIS, advice and assistance will be provided for the initiation or further development of national statistical services capable of producing sound data on science, technology and innovation for effective science and technology policy-making. The Organization will also stimulate innovative cooperative programmes at regional and international levels, develop intersectoral analytical work in cooperation with partners such as OECD, TWAS and UNU, and support regional S&T policy networks. UNESCO will mobilize knowledge, including traditional knowledge, and will ensure the integration of the principles of sustainable development into national science, technology and innovation policies when assisting countries that are redesigning their science and technology policies or reforming their science and technology institutions. In addition, the Organization will advocate for consistent and long-term support for S&T, in order to ensure the strengthening of the human resource base and the development of a suitable infrastructure. Priority will be accorded to the countries most in need, especially in Africa, LDCs and SIDS. **[MLA 4]**

Main line of action 4: Supporting science, technology and innovation policies for sustainable development and poverty eradication, and developing capacities in basic sciences, energy and engineering

Expected results at the end of the biennium

Evidence-based national science, technology and innovation policies formulated and adopted, integrating the principles of sustainable development and, as appropriate, the contribution of local knowledge, formulated and adopted.

Performance indicators:

- Capacities in science policy formulation/implementation enhanced in all regions:
 - *Benchmarks: coursework developed and 50 policy-makers trained; R&D evaluation mechanisms and skills developed; guidelines and policy briefs prepared and disseminated;*
- Implementation of Africa's Consolidated S&T Plan of Action supported:
 - *Benchmark: 10 African countries supported in integrating S&T into development strategies;*
- Policy advice for capacity-building provided:
 - *Benchmark: policy briefs and prospective studies produced and widely disseminated;*
- International cooperation and networking in science policy reinforced:
 - *Benchmarks: 3 existing regional S&T policy networks supported in Asia, the Arab States and Africa, and a fourth regional network launched; review of S&T institutional frameworks in Latin America;*
- Training manual on S&T indicators developed, in cooperation with UIS, and disseminated;
- Elaboration of African Science and Technology Outlook (S&T indicators) facilitated in cooperation with AU/NEPAD;
- National capacities strengthened:
 - *Benchmarks: 30 S&T statistics and indicator specialists trained; 1 regional network strengthened;*
- World Science Forum (Budapest+10) organized in cooperation with SHS;
- Regional Science Policy Forums organized:
 - *Benchmarks: establishment of regional networks of parliamentary science committees in Africa; science policy forums organized in all regions;*
- National and regional systems of innovation supported:
 - *Benchmarks: 50 managers of science parks trained; 3 pilot project incubators and/or science parks developed in three regions;*
- An international centre for science and technology park governance established in Daejeon (Republic of Korea);
- Participation of women scientists and youth in S&T policy-making promoted:
 - *Benchmarks: International Report on Science, Technology and Gender (2007) widely disseminated; World Academy of Young Scientists supported; Third World Organization for Women in Science (TWOWS) and relevant professional associations supported;*

- South-South cooperation in STI promoted:
 - *Benchmark: international centre for South-South cooperation in STI established in Kuala Lumpur;*
- Guidelines developed for mobilizing diverse knowledge systems as a contribution to national science policies for sustainable development;
- Indigenous knowledge, in vernacular languages, integrated into educational materials in support of the United Nations Decade of Education for Sustainable Development;
 - *Benchmark: teaching materials and methods prepared for at least 3 pilot communities.*

Policies and practices for sustainable development of SIDS, including in the light of climate change, shared within and across SIDS regions.

Performance indicators:

- Wise practices and cooperative approaches identified and disseminated within the Caribbean, Pacific and wider Indian Ocean regions, with a focus on culture and education:
 - *Benchmarks: 2 demonstration projects launched within each SIDS region; Internet-based forums and on-the-ground activities of the “Small Islands Voice” project reinforced;*
- Structure in place to sustain and expand intersectoral cooperation:
 - *Benchmark: SIDS platform for intersectoral action reinforced.*

National and regional capacities for research, training and education in the basic sciences strengthened to foster applications for societal needs and to encourage careers in science, taking into account gender equity and equality.

Performance indicators:

- Development of national capacities in the basic sciences:
 - *Benchmarks: number of countries assisted; number of consultations held;*
- Capacity-building in basic sciences for building a culture of science education and science for peace initiatives promoted:
 - *Benchmarks: activities of 10 existing regional networks supported and 2 new networks developed; North-South training programme and associated centres network for SESAME users developed;*
- Implementation of the AU/NEPAD S&T Consolidated Plan of Action supported, particularly through the strengthening of centres of excellence;
- Science education methodologies, policies and information materials in basic sciences developed and disseminated:
 - *Benchmarks: microscience and active learning methodologies introduced in 6 countries through workshops; science education policies developed in 2 countries;*
- Research and training activities, and initiatives to foster access for young scientists, especially women, to advanced research facilities promoted, including through fellowships and prizes:
 - *Benchmarks: 50 research training activities promoted; 10 prizes and 35 fellowships awarded; summer schools and seminars organized;*
- Collaborative interactions with United Nations agencies, the scientific community, ICSU scientific unions, TWAS, centres of excellence such as CERN, ICPAM, ICGBE, ICTP, SESAME and organizations involved in gender issues, for capacity-building activities in emerging areas of the basic sciences:
 - *Benchmark: 30 collaborative training activities organized.*

National capacities and knowledge base for the rational and balanced use of alternative sources of energy enhanced, and energy policies, management and conservation for sustainable development promoted with a view to translating them into national development plans which ensure food security and climate change mitigation.

Performance indicators:

- Policy advice and experts/decision-makers meetings including at ministerial level:
 - *Benchmark: at least 2 countries assisted and 2 meetings organized;*
- Institutions for capacity-building/centres of excellence identified and pilot projects on sustainable use of renewable sources of energy implemented:
 - *Benchmarks: selection criteria established; at least 4 regional centres identified and 2 pilot projects implemented;*
- Training activities, learning/teaching materials and standards developed:
 - *Benchmark: at least 5 training activities and 3 teaching materials/tools and platforms developed; number of countries where they have been introduced.*

Human and institutional capacities in engineering, technology and innovation strengthened, with a focus on knowledge management in engineering, engineering policies and a culture of maintenance.

Performance indicators:

- Promotion and support of engineering education teaching and curricula, standards and accreditation, partnerships and networking, with special emphasis on women and gender issues in engineering:
 - *Benchmarks: over 20 Member States assisted for the development of engineering education curricula, standards and accreditation systems; number and degree of involvement of national partners from the same Member States in international networks;*
- Development of advocacy, strategy, information and policy materials on engineering and engineering education:
 - *Benchmarks: co-organization of the 2008 World Engineers' Convention in Brasilia, the theme of which is: "Engineering: Innovation with Social Responsibility", and publication of WEC Report; support provided to over 20 countries, partner organizations and networks for the development and dissemination of advocacy, strategy and policy materials on engineering and engineering education; UNESCO Engineering Report widely disseminated;*
- Public-private partnerships for cooperation through engineering implemented:
 - *Benchmarks: third round of the Daimler-UNESCO Mondialogo Engineering Award launched and concluded; number of other public-private partnerships developed and implemented;*
- Development of engineering and technological applications in support of poverty eradication, sustainable development and other relevant MDGs, climate change, public health engineering in water supply, sanitation and waste management:
 - *Benchmark: advocacy, strategy and policy materials prepared and disseminated through international networks and national partners;*
- Development of networking and partnerships on knowledge management, research, policy and foresight in engineering, technology and innovation, including asset management and the promotion of a culture of maintenance:
 - *Benchmark: International engineering knowledge networks established and developed with national partners.*

UNESCO-IHE Institute for Water Education (UNESCO-IHE)

02100

General Conference resolution 34 C/Res.22 for UNESCO-IHE

The General Conference,

Noting the results of the formal evaluation of the 2003-2007 period of the UNESCO-IHE Institute for Water Education, as mandated in the Institute's Statutes, and the recommendations of the Executive Board thereon,

Recognizing the vital importance of water education and capacity-building in promoting research and capacity-building for the sound management of natural resources, and the role of UNESCO-IHE therein,

Underlining the valuable contribution being made by UNESCO-IHE in the pursuit of the Millennium Development Goals (MDGs) and in the follow-up to the World Summit on Sustainable Development,

Conscious that UNESCO-IHE is entirely extrabudgetary, and as such represents a unique model among UNESCO's category 1 institutes, requiring innovative and entrepreneurial approaches to management and programme delivery,

Noting the resolution of the seventeenth session of the Intergovernmental Council of the International Hydrological Programme (IHP) that calls on Member States to provide fellowships to students applying for a course at UNESCO-IHE, and to provide financial support for research undertaken by UNESCO-IHE,

Noting the resolution of the seventeenth session of the Intergovernmental Council of IHP regarding the establishment of a working group to advise and guide UNESCO's work on water education and research,

Noting the resolution of the seventeenth session of the Intergovernmental Council of IHP concerning the development of a strategy for UNESCO's water-related category 1 and category 2 institutes and centres,

1. *Requests* the Governing Board of UNESCO-IHE to continue and intensify its efforts to:
 - (a) further strengthen cooperation with IHP in implementing UNESCO's overall water and sustainable development programme, with special emphasis on the needs of Africa, gender equality, youth, LDCs, SIDS and the most vulnerable segments of society, including indigenous peoples;
 - (b) contribute actively to assisting Member States to acquire the necessary expertise and capacities to attain MDG 7;
 - (c) support and help implement activities of the United Nations system, in particular the World Water Assessment Programme;
 - (d) ensure the highest degree of excellence in the academic programmes offered by UNESCO-IHE;
 - (e) work in partnership with institutions from the South and North to generate knowledge for development, and further increase the accessibility of this knowledge to Member States;
 - (f) innovate with new ways of delivering education and capacity-building services within developing countries themselves, in particular through distance learning methods;

(g) ensure that UNESCO-IHE strengthens linkages with water-related category 2 centres, and participates in formulating a strategy for all UNESCO water centres;

2. *Expresses* its gratitude to the Government of the Netherlands as host country to UNESCO-IHE for providing core support that ensures the operation of the Institute, and to the other Member States and institutions that provide support for UNESCO-IHE projects and fellowships;
3. *Appeals* to Member States to make voluntary contributions to UNESCO-IHE, thus demonstrating commitment to water education and capacity-building;
4. *Requests* the Director-General to report in the statutory reports on the achievement of the following expected results, including information on the cost-efficient use of human and financial resources, particularly in the areas of travel, publications and contractual services, for each of the results reported, following the principles of transparency, efficiency and rationalization:
 - Impact of water education and training for sustainable development increased, primarily aimed at developing countries
 - Research capacity in the water sector increased, focusing on MDG-related topics and primarily aimed at solving problems in developing countries
 - Capacity-building increased through numerous long- and short-term international cooperation programmes to strengthen endogenous capacities of local water-related organizations
 - Partnerships reinforced to share and develop knowledge and information, and to conduct joint activities in education, research and capacity-building.

02101

The UNESCO-IHE Institute for Water Education became a category 1 institute in mid-2003. The Institute provides a host of postgraduate and tailor-made training programmes in the fields of water, environment and infrastructure; conducting applied research; implementing an institutional capacity-building and human resource development programme; participating in policy development; and offering advisory services worldwide. It is the only unit in the United Nations system with the authority to confer accredited M.Sc. and Ph.D. degrees. Funding is provided exclusively from extrabudgetary sources.

Strategy

02102

Efforts will continue to further the integration of the Institute within UNESCO and to strengthen linkages with category 2 water-related centres, thereby reinforcing UNESCO's overall work on water and associated ecosystems. UNESCO-IHE will pursue its work of long standing, with the overall mandate to:

- strengthen and mobilize the global educational and knowledge base for integrated water resources management; and
- contribute to meeting the water-related capacity-building needs of developing countries and countries in transition.

02103

In striving to contribute to the implementation of the Millennium Development Goals, UNESCO-IHE will continue to address critical capacity-building needs which are increasingly seen as a major constraint to the

achievement of these goals. The Institute will produce yearly analyses and reports on direct results achieved in relation to the MDGs as well as a special input on this theme for the Fifth World Water Forum.

02104

The Institute will continue to build global capacity in the water sector along four lines, as follows:

Education: The Institute will offer degree programmes at the M.Sc. and Ph.D. levels. The (modular) M.Sc. programmes were fully accredited for the 2008-2012 period. An important objective is to attract increasing numbers of individuals to single or multiple modules and to continue to diversify our educational offerings together with partner institutions from around the world. Also Internet-based technologies and video-conferencing facilities will continue to be expanded offering M.Sc.-level education in a distance-learning modality.

Research: The main research themes are: water security, environmental integrity, urbanization, water management and governance, and information and communication systems. A new research plan was finalized in 2007 taking into account the thematic thrusts of the Institute in relation to societal and market drivers. As part of its quality management initiative, internal research audits will be introduced. There will be a strong emphasis on increasing the number of publications in peer-reviewed journals and consolidating the number of Ph.D. students graduating each year.

Capacity-building: The objectives are to further expand the project portfolio, diversify the funding base, and ensure a balanced reflection of capacity-building projects, research and development projects, training projects, and advisory services.

Partnerships and Networks: UNESCO-IHE's strengths will be reinforced by strong and direct linkages with IHP as well as other programmes within UNESCO dealing with environment and sustainable development, and with the United Nations World Water Assessment Programme. UNESCO-IHE will serve increasingly as a galvanizing and integrating force within the emerging new institutional landscape consisting of regional and international category 2 centres associated with UNESCO in the field of water. The Institute is committed to mobilizing knowledge for development through PoWER, a registered partnership of the United Nations Commission for Sustainable Development, bringing together 17 partners in the North and the South. PoWER will deliver innovative learning courses, and continue to promote creative and innovative learning among its partner institutions.

02105

During the 2008-2009 biennium, UNESCO-IHE expects to benefit from extrabudgetary resources amounting to about US \$65,000,000 for its own activities. The host government, the Netherlands, will likely continue to provide an annual subsidy representing approximately 35% of the budget. The remaining income will continue to be generated mainly through fellowships (20%) and projects (40%). A concerted effort will continue to be made to attract new donors from among the Member States, particularly in support of fellowships. New resources are also expected to be raised via project activities during the biennium in order to ensure the long-term viability of the Institute.

Expected results at the end of the biennium

Impact of water education and training for sustainable development increased, primarily aimed at developing countries.

Performance indicators:

- Modernized and fully accredited 18-month modular M.Sc. programmes in environmental science, water management, municipal water and infrastructure, and water science and engineering offered at UNESCO-IHE;
- Complete M.Sc. programme available online by end of the biennium;
- About 400 M.Sc. degrees and 25 Ph.D. degrees awarded by UNESCO-IHE;
- About 500 mid-career or senior experts trained to upgrade or refresh their knowledge and skills, through short and group (tailor-made) training courses conducted for periods of one week to two months.

Research capacity in the water sector increased, focusing on MDG-related topics and primarily aimed at solving problems in developing countries.

Performance indicators:

- About 25 Ph.D. theses completed, a majority of which were prepared through research in developing countries;
- About 400 M.Sc. research papers completed addressing priority water resource issues in developing countries;
- Scientific publications accepted in reputed peer-reviewed journals.

Capacity-building increased through numerous long- and short-term international cooperation programmes to strengthen endogenous capacities of local water-related organizations.

Performance indicators:

- Several hundred persons from developing countries trained in staff development, facilities improvement, research and development support, education and curriculum development, training methods and tools upgrading and managerial systems and skills enhancement;
- University-level institutions in the developing world supported by UNESCO-IHE in developing and upgrading postgraduate education in the field of water;
- UNESCO-IHE positioned with a range of bilateral and multilateral donors as a supplier of demand-driven capacity-building.

Partnerships reinforced to share and develop knowledge and information, and to conduct joint activities in education, research and capacity-building.

Performance indicators:

- Cooperation between UNESCO-IHE and IHP, WWAP, and UNESCO category 2 centres and Chairs dealing with water strengthened;

- Cooperation established and reinforced among 16 partners in the Partnership for Water Education and Research (PoWER) programme;
- Bilateral partnerships reinforced among 20 key public, private and civil society institutions;
- Support provided by UNESCO-IHE to regional water sector capacity-building networks.

Abdus Salam International Centre for Theoretical Physics (ICTP)

02200

General Conference resolution 34 C/Res.24 for ICTP

The General Conference,

Acknowledging the report of the Abdus Salam International Centre for Theoretical Physics (ICTP) for the 2006-2007 biennium,

Recognizing the important role of ICTP, as a category 1 UNESCO centre, in fostering capacities and knowledge in theoretical and applied physics, pure and applied mathematics, and interdisciplinary areas, with special focus on developing countries, under Major Programme II,

1. *Requests* the ICTP Steering Committee and Scientific Council, in accordance with the ICTP Statutes, host country agreements, and this resolution, when approving the Centre's budget for 2008-2009:
 - (a) to continue to ensure that ICTP goals and activities are in consonance with UNESCO's strategic programme objectives and priorities in the natural sciences, with special emphasis on the needs of Africa, gender equality, youth, LDCs, SIDS and the most vulnerable segments of society, including indigenous peoples;
 - (b) to reinforce ICTP capacity for advanced research, training and networking in the physical and mathematical sciences, as well as interdisciplinary areas, for the benefit of scientists from developing countries, ensuring that staff scientists remain at the forefront of their fields;
 - (c) to support the Centre's efforts in the use of theoretical physics and mathematics to advance scientific understanding of global environmental changes and sustainable development;
 - (d) to strengthen scientific cooperation in areas of common interest with Italian government research institutions and other interested institutions of Member States of UNESCO, especially from developing countries, within the core mandate of UNESCO, with the International Atomic Energy Agency (IAEA) and with other concerned entities in the United Nations system;
2. *Authorizes* the Director-General to support ICTP by providing a financial allocation of \$1,015,000 under Major Programme II;
3. *Expresses its gratitude* to the International Atomic Energy Agency, to the Italian Government, which gives a substantial financial contribution and provides premises for the Centre free of charge, and to the Member States and foundations that have supported the Centre through voluntary contributions, and invites them to continue their support in 2008-2009 and beyond;
4. *Appeals* to Member States, international organizations, donor agencies, foundations and the private sector to provide or renew support to enable ICTP to implement and expand the activities envisaged for the 2008-2009 biennium;
5. *Requests* the Director-General to report in the statutory reports on the achievement of the following expected results, including information on the cost-efficient use of human and financial resources,

particularly in the areas of travel, publications and contractual services, for each of the results reported, following the principles of transparency, efficiency and rationalization:

- Advanced research training of scientists, especially women and young scientists, and university teaching staff in physics and mathematics enhanced
- South-South and North-South-South cooperation and activities in Africa strengthened
- Synergies with other organizational units contributing to Major Programme II enhanced.

02201 The International Centre for Theoretical Physics (ICTP) in Trieste was founded in 1964 with the following aims: to foster the growth of advanced studies and research in physical and mathematical sciences, especially in developing countries; to provide an international forum for scientific contacts between scientists from all countries; and to provide to its associates and fellows – mainly from developing countries – facilities for conducting original research.

02202 ICTP is an entity jointly operated by UNESCO and the International Atomic Energy Agency (IAEA), largely benefiting from extrabudgetary resources, in particular provided by Italy (an estimated 90% of the total budget). Since 1996, UNESCO has been responsible for the administrative management of the Centre, prior to which it was administered by IAEA. The Centre enjoys a large degree of intellectual and functional autonomy.

Strategy

02203 ICTP aims to foster capacities and knowledge through strong research and training activities in the basic physical sciences and mathematics. Supporting scientists in developing countries remains its central task. This is accomplished through its in-house research activities in various branches of physics and mathematics, as well as the Associates Scheme, Federation Arrangements, the Diploma Programme, External Activities and the Programme for Training and Research in Italian Laboratories (TRIL). Each year ICTP organizes about 60 high-level training and research activities in all areas of physics and mathematics, including interdisciplinary areas. In addition, ICTP has regular post-doctoral fellows, as well as short-term and long-term visitors.

02204 In consideration of the changing needs of the world, especially those related to global changes and sustainable development, ICTP is committed to the use of physics and mathematics for the understanding and modelling of global changes that impact Earth's habitability for the present and the future. In order to broaden the Centre's outreach, South-South cooperation agreements have been signed with several developing countries in order to carry out work directly in the various regions. ICTP is also enhancing its activities in African countries and will pursue efforts to increase the participation of women scientists in its programmes.

02205 ICTP shares common interests and objectives with the Division of Basic and Engineering Sciences through the International Basic Sciences Programme, the Division of Ecological and Earth Sciences, the Division of Water Sciences, and the Intergovernmental Oceanographic Commission, and will contribute to joint activities while exploring other modalities to further such a collaboration. Together with IAEA,

ICTP runs the Sandwich Training Educational Programme, which aims to strengthen the scientific capability of young scientists and researchers from IAEA developing Member States. The Centre is also exploring involvement in the ITER programme, the proposed international experimental fusion reactor, in cooperation with IAEA.

02206

During the 2008-2009 biennium, UNESCO will contribute from the regular programme budget an amount of \$1,015,000 towards joint training activities with ICTP. For its own regular activities, ICTP expects to benefit from extrabudgetary resources amounting to \$59,185,800.

02207

Expected results at the end of the biennium

Advanced research training of scientists, especially women and young scientists, and university teaching staff in physics and mathematics enhanced.

Performance indicators:

- Visiting scientists and fellows;
- Scientific research programmes and publications;
- High-level training activities, including external activities.

South-South cooperation and activities in Africa strengthened.

Performance indicators:

- South-South and North-South-South cooperation and activities in Africa strengthened;
- Networks and activities in Africa and fellowships for African young scientists.

Synergies with other organizational units contributing to Major Programme II enhanced.

Performance indicator:

- Joint activities organized or supported in common scientific areas of interest.

MP III

Social and human sciences

Major Programme III

Social and human sciences

SHS 1

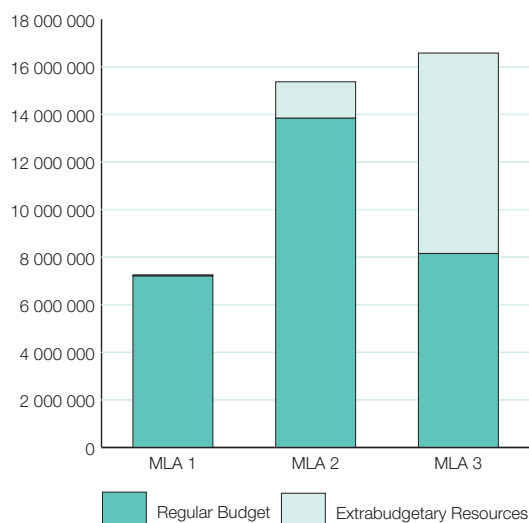
Main Line of Action	Regular Budget		TOTAL 34 C/5 Approved	Extrabudgetary ²
	Activities ¹	Staff		
	\$	\$	\$	\$
MLA 1 Promoting the ethics of science and technology, with emphasis on bioethics	2 777 900	4 427 300	7 205 200	49 900
MLA 2 Enhancing research-policy linkages in the field of social development and policies relating to physical education and sports	4 407 100	9 430 300	13 837 400	1 532 100
MLA 3 Promoting philosophical reflection, human rights in UNESCO's fields of competence and the fight against racism and discrimination	2 502 200	5 652 100	8 154 300	8 423 100
Total, Major Programme III	9 687 200	19 509 700	29 196 900	10 005 100

1. Including HQs indirect programme costs for an amount of \$198,200.

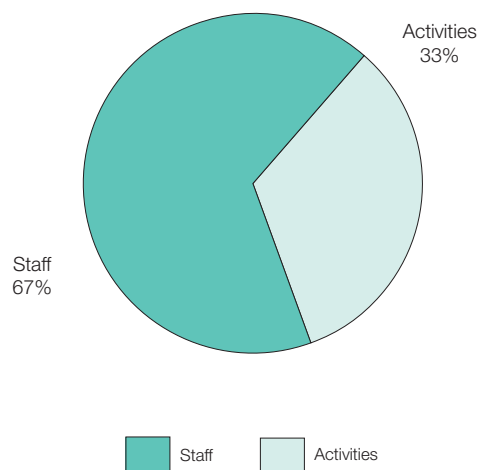
2. Funds already received or firmly committed, including posts financed from FITOCA and/or other extrabudgetary funds (OPF).

Distribution of Resources

Total Resources



Regular Budget



DECENTRALIZATION OF REGULAR BUDGET						
Headquarters/Region	Activities		Staff		34 C/5 Approved TOTAL	
	\$	weight %	\$	weight %	\$	weight %
Headquarters	5 151 400	53.2	14 333 700	73.5	19 485 100	66.7
Africa	1 395 300	14.4	1 396 900	7.2	2 792 200	9.6
Arab States	1 025 500	10.6	790 600	4.1	1 816 100	6.2
Asia and the Pacific	833 200	8.6	1 818 800	9.3	2 652 000	9.1
Europe and North America	380 000	3.9	98 900	0.5	478 900	1.6
Latin America and the Caribbean	901 800	9.3	1 070 800	5.5	1 972 600	6.8
Total, Field	4 535 800	46.8	5 176 000	26.5	9 711 800	33.3
TOTAL (Headquarters + Field)	9 687 200	100.0	19 509 700	100.0	29 196 900	100.0

ESTABLISHED POSTS BY REGION, BY CATEGORY AND BY FUNDING SOURCE				
Headquarters/Region		34 C/5 Approved		
		ADG/D/P/NPO	GS/L	Total
Headquarters	<i>Regular Budget</i>	39	25	64
	<i>Extrabudgetary</i>	3	–	3
Africa	<i>Regular Budget</i>	7	–	7
	<i>Extrabudgetary</i>	–	–	–
Arab States	<i>Regular Budget</i>	3	–	3
	<i>Extrabudgetary</i>	–	–	–
Asia and the Pacific	<i>Regular Budget</i>	7	–	7
	<i>Extrabudgetary</i>	–	–	–
Europe and North America	<i>Regular Budget</i>	1	–	1
	<i>Extrabudgetary</i>	–	–	–
Latin America and the Caribbean	<i>Regular Budget</i>	4	–	4
	<i>Extrabudgetary</i>	–	–	–
Total, Field	<i>Regular Budget</i>	22	–	22
	<i>Extrabudgetary</i>	–	–	–
TOTAL (Headquarters + Field)	<i>Regular Budget</i>	61	25	86
	<i>Extrabudgetary</i>	3	–	3
	GRAND TOTAL	64	25	89

Major Programme III

Social and human sciences

03000

General Conference resolution 34 C/Res.35 for Major Programme III

The General Conference

1. *Authorizes* the Director-General:

- (a) to implement the plan of action for Major Programme III, structured around the following three biennial sectoral priorities and three main lines of action, with special emphasis on the needs of Africa, gender equality, youth, LDCs and SIDS, as well as the most vulnerable segments of society, including indigenous peoples, focused on the contributions of science to poverty eradication, peace and sustainable development, and reflecting actions to be undertaken under the relevant intersectoral platforms, in order to:

Biennial sectoral priority 1: Promoting principles, practices and ethical norms relevant for scientific, technological and social development

- (i) foster international, regional and national debate on ethical issues relating to the development of science and technology, in particular through the work of the Commission on the Ethics of Science and Technology (COMEST), through support to national ethics committees, through awareness-raising and study of key ethical issues, including on social responsibility and a more equitable sharing of benefits of science and technology, environmental ethics and the ethical principles contained in the Recommendation on the Status of Scientific Researchers, as well as in the Declaration on Science and the Use of Scientific Knowledge, and through ensuring the availability of teaching expertise and teaching materials and of capacity-building through training in developing nations, as well as of updated databases on ethical principles;
- (ii) enhance national and international debate and action in the field of bioethics, in close cooperation with the International Bioethics Committee (IBC) and the Intergovernmental Bioethics Committee (IGBC), including through support to national bioethics committees and to international networks for exchange of experiences and best practices; support the creation of national bioethics committees; disseminate and ensure the promotion of the UNESCO declarations in the field of bioethics; ensure the development of the Global Ethics Observatory and the availability of teaching expertise and teaching materials, in close cooperation with COMEST; and ensure international cooperation in the field of bioethics and strengthen the cooperation with the relevant regional and intergovernmental institutions active in the field of bioethics, for example the Pan-American Health Organization (PAHO) through PAHO's Regional Bioethics Programme based in Santiago, Chile, and the UNESCO REDBIOETICA;

- (iii) ensure interdisciplinary cooperation with Major Programmes I and II in the implementation of the above-mentioned activities, in particular for science education, education for sustainable development and strengthening of national research systems, with emphasis on the elaboration and dissemination of educational materials for the teaching of the ethics of science and technology in higher education, in close cooperation with the UNESCO International Bureau of Education (IBE), the ethical dimensions and components of education for sustainable development, and the reinforcement of the ethics of science and technology in national research systems;

Biennial sectoral priority 2: Strengthening national and regional research systems in order to provide policy-oriented research on social and ethical issues

- (iv) give support to the Management of Social Transformations (MOST) Programme in the development of policy-oriented research and related capacity-building in such fields as poverty eradication, migration, including the goal of enhancing the value of migrants' culture and memory, urban issues, and youth and gender policies, in close cooperation with existing international and regional research networks, through support for and strengthening of networks of both government and civil society experts and research institutions; disseminate cutting-edge research results and improved methodologies through publications and online databases;
- (v) strengthen national and regional research systems, particularly through the Management of Social Transformations (MOST) Programme, by:
 - (a) promoting research-policy linkages;
 - (b) capacity-building at the national and regional levels;
 - (c) providing international networking opportunities for social and human sciences;
 - (d) contributing to and supporting United Nations international policy spaces, as well as regional and national policy spaces, in order to present policy-oriented research results emanating from the MOST Programme in the framework of international and regional forums of ministers of social development;
- (vi) contribute to the elaboration of national and regional social and human sciences policies, in the framework of UNESCO's intersectoral platform relating to the strengthening of national research systems, with emphasis on the integration of national research systems and science policies into overall national strategies for sustainable development and the monitoring of the contribution of national research systems to sustainable development, particularly social development, in close cooperation with Major Programmes I and II;
- (vii) ensure the promotion and monitoring, in close cooperation with Major Programme I, of social and human science teaching at the higher education level, and contribute to the adaptation of cutting-edge research relating to social transformations and social development for teaching purposes, in close cooperation with the UNESCO International Bureau of Education (IBE);
- (viii) contribute to the implementation of the Mauritius Programme of Action for the Sustainable Development of Small Island Developing States (SIDS) with a view to strengthening participatory mechanisms and community networks and partnerships and promoting the integration of social transformation dimensions, in particular on issues relating to poverty eradication, gender equality, youth and migration;

- (ix) contribute to the elaboration and improvement of physical education and sports policies, conduct monitoring of the International Convention Against Doping in Sport (2005), and ensure its implementation, in close cooperation with States Parties and the World Anti-Doping Agency (WADA);

Biennial sectoral priority 3: Contributing to the dialogue among civilizations and cultures and to a culture of peace through philosophy, the human sciences, good governance, the promotion of human rights, and the fight against discrimination

- (x) ensure the implementation of the three pillars of UNESCO's Intersectoral Strategy on Philosophy, with emphasis on the promotion of philosophy teaching at all levels, in close cooperation with the UNESCO International Bureau of Education (IBE), and the contribution of philosophy to debate on key contemporary issues relating in particular to the dialogue among civilizations and cultures and the promotion of a culture of peace; ensure the international and national celebrations of World Philosophy Day in coordination with UNESCO National Commissions, relevant international and regional NGOs, as well as academic networks, the interregional philosophical dialogues and the activities of international networks; support multidisciplinary research on key emerging issues relating to new forms of violence, including discrimination against migrants, in cooperation with regional research networks;
 - (xi) strengthen the contribution of research in the human sciences to the dialogue among civilizations and cultures, taking into account UNESCO's expertise in this regard and in the light of the relevant recommendations of the High-Level Group for the Alliance of Civilizations, with special emphasis on the promotion of South-South and North-South-South cooperation;
 - (xii) promote policy-oriented research on the main obstacles and challenges to the implementation of the human rights of special relevance to UNESCO, including through the establishment of the rule of law; ensure the celebration of the 60th anniversary of the Universal Declaration of Human Rights, with emphasis on UNESCO's contribution to its implementation; reinforce the human rights approach to UNESCO's programme implementation through capacity-building; reinforce the regional coalitions of cities against racism and xenophobia; support the activities of the category 2 International Centre for Human Sciences (ICHS) in Byblos, Lebanon, in the implementation of the Integrated Strategy on Democracy;
- (b) to allocate for this purpose an amount of \$9,687,200 for activity costs and \$19,509,700 for staff costs.

2. *Requests* the Director-General:

- (a) to implement the various activities authorized by this resolution, to the maximum extent possible through intersectoral platforms;
- (b) to report in the statutory reports on the achievement of the following expected results, including information on the cost-efficient use of human and financial resources, particularly in the areas of travel, publications and contractual services, for each of the results reported, following the principles of transparency, efficiency and rationalization:

Main line of action 1: Promoting the ethics of science and technology, with emphasis on bioethics

- Policy-makers in Member States, higher education institutions, national research systems, and the wider public sensitized and attuned to issues relating to the ethics of science and technology

- International cooperation and national institutional capacities in the field of bioethics enhanced, and integration into relevant policies, as appropriate, of the principles of the Universal Declaration on Bioethics and Human Rights encouraged

Main line of action 2: Enhancing research-policy linkages in the field of social development and policies relating to physical education and sports

- Policy-oriented research networks in the field of the social sciences strengthened, with a view to informing the formulation of policies in such fields as poverty eradication, migrations, regional integration, urban issues, youth, including youth violence, and gender equity and equality, and the teaching of the social and human sciences
- National research systems capacities enhanced for the formulation of policies on social development
- Implementation of the International Convention against Doping in Sport encouraged
- Integration, as appropriate, of physical education and sport policies in national education systems improved

Main line of action 3: Promoting philosophical reflection, human rights in UNESCO's fields of competence and the fight against racism and discrimination

- Intersectoral strategies on philosophy, human rights, democracy and the fight against racism implemented
- Contributions to the intersectoral platform pertaining to the dialogue among civilizations and cultures and a culture of peace developed through human sciences policy-oriented research
- Policy-oriented research enhanced on the main obstacles and challenges to the enjoyment of human rights in UNESCO's fields of competence
- Efforts at mainstreaming the human rights-based approach into UNESCO's programming evaluated and reported to UNESCO's governing bodies

Addressing the needs of Africa

- National institutional capacities strengthened in the fields of ethics of science and technology and bioethics
- Cooperation among social and human sciences and human rights research networks enhanced, with particular emphasis on the strengthening of the research-policy nexus relating to regional integration, poverty eradication, migration, urban settings, culture of peace, gender and youth issues, and in the framework of support given to subregional forums of ministers of social development
- Policy advice delivered to national and regional research systems, especially through support to identified centres of excellence so as to enhance quality delivery of appropriate social and human sciences research findings.

Major Programme III

Social and human sciences

03001

Biennial sectoral priorities for 2008-2009

Biennial sectoral priority 1:

Promoting principles, practices and ethical norms relevant for scientific, technological and social development.

Biennial sectoral priority 2:

Strengthening national and regional research systems in order to provide policy-oriented research on social and ethical issues.

Biennial sectoral priority 3:

Contributing to the dialogue among civilizations and cultures and to a culture of peace through philosophy, the human sciences, good governance, the promotion of human rights and the fight against discrimination.

International goals and commitments

Millennium Development Goals (MDGs), in particular MDG 1.

United Nations Millennium Declaration.

2005 World Summit Outcome Document.

International Convention against Doping in Sport (2005).

Vienna Declaration and Programme of Action adopted by the World Conference on Human Rights (1993).

Declaration and Programme of Action for the International Decade for a Culture of Peace and Non-Violence for the Children of the World (2001-2010).

Plan of Action adopted by the World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance (2001).

International instruments in bioethics, including the Universal Declaration on the Human Genome and Human Rights (1997), the International Declaration on Human Genetic Data (2003), and the Universal Declaration on Bioethics and Human Rights (2005).

03002

Major Programme III will provide the lead in pursuing overarching objective 3 of document 34 C/4 – “Addressing emerging social and ethical challenges” – and contributing to the progressive attainment of the outcomes of the three related **Strategic Programme Objectives: Objective 6** – “Promoting principles, practices and ethical norms relevant for scientific and technological development”; **Objective 7** – “Enhancing research-policy linkages on social transformations; and **Objective 8** – “Fostering research on critical emerging ethical and social issues”. Major Programme III will also contribute to the attainment of the other four overarching objectives of document 34 C/4 through intersectoral and interdisciplinary action. Overall cooperation between Major Programmes II and III will be intensified in order to make better use of their combined strengths to address scientific questions of societal and economic importance.

03003

The social and human sciences, in particular in the context of strengthened research-policy linkages and the United Nations-wide application of the human rights approach, are called upon today to make an enhanced contribution to sustainable development, in particular social development, in the perspective of the attainment of the internationally agreed development goals, including the MDGs, and to contribute to peace and dialogue among civilizations and cultures by addressing emerging risks and challenges, rooted in ongoing social and cultural transformations.

03004

A key function of Major Programme III will be to strengthen national capacities (a) in the field of the ethics of science and technology, in particular bioethics, by supporting the establishment of national

committees; (b) in the field of social and human sciences by providing spaces for research-policy dialogue at the regional and national levels; and by supporting the development of national policies for the social and human sciences, including philosophy. In this framework, Major Programme III will also strengthen the contribution of national research systems to social development.

03005 Strong emphasis will be given to Africa, the least developed countries and to South-South cooperation, in particular through action undertaken through the intergovernmental Management of Social Transformations (MOST) Programme, the activities of the Byblos International Centre for Human Sciences, UNESCO Chairs in the relevant fields, and through the framework agreements with the International Social Science Council (ISSC) and the International Council for Philosophy and Humanistic Studies (ICPHS). In all these fields, emphasis will be on monitoring, in particular regarding the development of national ethics of science and bioethics committees, the elaboration of social and human science policies and the strengthening of national research systems.

03006 In contributing to the laboratory of ideas function, Major Programme III will concentrate its action on the analysis of emerging ethical and societal issues in its fields of competence, the promotion of international and interregional philosophical debate on key contemporary issues, and in support of the dialogue among civilizations and cultures, with particular respect to issues concerning democracy, youth and migrations.

03007 The ongoing cooperation with relevant United Nations organizations will be strengthened and refocused to avoid any overlap, in particular in the framework of the United Nations Inter-Agency Working Group on Bioethics under MLA 1, with UN-DESA, UNRISD, UNU, UN-Habitat, the Global Migration Group under MLA 2, and the Office of the High Commissioner for Human Rights under MLA 3. Furthermore, focused cooperation with the International Social Science Council and the International Council for Philosophy and Humanistic Studies (under MLAs 2 and 3), which benefit from framework agreements with the Organization, as well as with the International Organization for Migration, the Intergovernmental Committee for Physical Education and Sport, and the World Anti-Doping Agency, will also be pursued.

03008 In 2008-2009, priority will be given to consolidating UNESCO's key role in the field of ethics of science and technology and bioethics, in particular through the promotion of the effective implementation of the declarations in the field of bioethics – the Universal Declaration on the Human Genome and Human Rights, the International Declaration on Human Genetic Data and the Universal Declaration on Bioethics and Human Rights – and through support given to the establishment of ethics and bioethics national committees and providing assistance to existing ones.

03009 Priority will also be assigned, in the framework of the intergovernmental Programme on the Management of Social Transformations (MOST), to strengthening policy-oriented research and the research-policy linkages in the field of the social and human sciences, in particular on global, regional and national issues of key relevance to poverty eradication, migration, urban issues, youth, gender equality, and sports and anti-doping in sports. Cooperation with other major programmes and relevant United Nations entities will be indispensable in order to ensure a coherent and integrated UNESCO contribution to United Nations-wide action relating to the social pillar of sustainable development. This will be in terms of both upstream collaborative research and capacity-building at the national level, in particular in the least developed countries and especially so in Africa, in the context of United Nations country team activities.

03010 A third programme priority will be to contribute to the dialogue among civilizations and cultures and a culture of peace through philosophy, the human sciences, good governance, the promotion of human rights and the fight against discrimination in line with relevant strategies adopted by the General Conference and the Executive Board. Emphasis will be placed on the contribution of philosophy to the debate on

key relevant contemporary issues, the analysis of new forms of violence, in particular those affecting youth, the specific analysis of obstacles to the enjoyment of human rights relating to UNESCO's fields of competence, and mobilization against racism and discrimination through coalitions of cities already established in the different regions.

03011

Action under those priorities will be buttressed by intrasectoral action through (a) the contribution to an intersectoral platform on “Strengthening national research systems”, in cooperation with Major Programmes I, II, and V, and to an intersectoral platform on “Contributing to the dialogue among civilizations and cultures and a culture of peace” in cooperation with all other major programmes, on the basis of policy approaches adopted by the General Conference and the Executive Board, as well as taking into account relevant recommendations of the report of the High-Level Group for the Alliance of Civilizations; support, in collaboration with all Sectors, will also be given to the revitalization of in-country research facilities, policy formulation, implementation and monitoring, focusing on the social and human sciences; (b) the contribution to priority concerns of other major programmes, in particular through an effective human rights-based approach to programming, the development of policies to achieve gender equality and youth policies, and the input of philosophy and the human sciences to the public debate on major issues of relevance to the Organization; and (c) enhanced intrasectoral cooperation for achieving Strategic Programme Objective 8 of document 34 C/4, “Fostering research on critical emerging ethical and social issues”.

03012

Under MLA 2, a balance has been struck between the response to research needs and the strengthening of the research-policy linkages, including the contribution to the development of social and human science policies and the strengthening of national research systems.

03013

Focus on the needs of Africa

Under MP III, the following priority issues will be addressed through the different main lines of action:

(a) promoting the development of the ethics of science and technology in Africa, on the basis of the Dakar Declaration on the Ethics of Science and Technology, adopted during the fifth session of COMEST, and its follow-up, including relevant decisions of the Eighth African Union Summit on Science and Technology in Africa; (b) promoting debate and capacity-building in the field of bioethics, on the basis of the results of the fourteenth session of the International Bioethics Committee (Kenya, May 2007), in particular through enlarged debate, and capacity-building and networking; (c) in the field of policy-oriented research, the strengthening of national capacities relating to regional integration, poverty eradication, regional peace research centres, migration and youth and gender equality issues will be a priority, in cooperation with CODESRIA and other African research networks, including the existing human security networks; (d) the research-policy linkages will be sustained in Africa through the organization of regional and subregional forums of ministers of social development, and support given to South-South cooperation in the field of social development; (e) in the fields of sport and anti-doping in sports, priority will be given to the dissemination and ratification by African States of the International Convention Against Doping in Sport, as well as to the development of sports programmes targeting youth; (f) in the field of philosophy, the teaching of philosophy at all levels, interregional philosophical dialogues between Africa and other regions on contemporary issues, and the networking of African philosophers with those of other regions will be among the priority actions; (g) in the field of human rights, capacity-building will be strengthened, in cooperation with existing African networks, and through the activities of the Coalition of African Cities against Racism and Discrimination, launched in 2006.

Expected results at the end of the biennium

National institutional capacities strengthened in the fields of ethics of science and technology and bioethics.

Performance indicators:

- National bioethics committees set up and operational;
- Number of specialized meetings held;
- Number of entries from the region in the GEOBs;
- Number of reports and publications issued and distributed.

Cooperation among social and human sciences and human rights research networks enhanced, with particular emphasis on the strengthening of the research-policy nexus relating to regional integration, poverty eradication, migration, urban settings, culture of peace, gender and youth issues, and in the framework of support given to subregional forums of ministers of social development.

Performance indicators:

- Regional forums of ministers held;
- Research reports published and distributed;
- Great Lakes Women's Research and Documentation Centre consolidated.

Policy advice delivered to national and regional research systems, especially through support to identified centres of excellence, so as to enhance quality delivery of appropriate social and human sciences research findings.

Performance indicator:

- Qualitative reports by research institutions in the region.

03014

Focus: Gender equality and women's empowerment

In consonance with the Organization's gender mainstreaming framework, the gender dimension will be addressed under all main lines of action with the following priority actions: (a) research on gender policies of relevance to the Organization's fields of competence with special emphasis on social development-related issues, in cooperation with relevant United Nations and regional organizations; (b) in the field of human rights, particular emphasis will be put on the gender dimension with respect to obstacles to the enjoyment of human rights, as well as on capacity-building through existing networks; (c) support to the activities of the Palestinian Women's Research and Documentation Centre and to the consolidation of the Great Lakes Women's Research and Documentation Centre; (d) in the field of philosophy, support will be given to research undertaken by the UNESCO International Network of Women Philosophers launched in 2007.

The plan of action of Major Programme III aims at the implementation of the programme resolution adopted by the General Conference, the text of which is reproduced at the beginning of this major programme as well as in the resolutions related to specific items cited hereunder, the texts of which appear in Volume 1 of the Records of the 34th session of the General Conference:

- 36 Establishment of the Observatory on Women, Sport and Physical Education under the auspices of UNESCO
- 37 Establishment of an international institute for human rights education in Buenos Aires, Argentina
- 38 Celebration of the 60th anniversary of the Universal Declaration of Human Rights

The plan of action also takes into account the recommendations of the General Conference concerning other draft resolutions (DRs) not retained for inclusion in the *Records of the General Conference*.

Biennial sectoral priority 1: Promoting principles, practices and ethical norms relevant for scientific, technological and social development

03015

UNESCO will continue to develop and implement national and international policy frameworks for addressing the major ethical challenges arising from advances and innovations in science and technology. The International Bioethics Committee (IBC), the Intergovernmental Bioethics Committee (IGBC), and the World Commission on the Ethics of Scientific Knowledge and Technology (COMEST) will contribute to standard-setting, capacity-building and awareness-raising, while the Interagency Committee on Bioethics will serve as a platform to coordinate the activities of United Nations agencies and other intergovernmental organizations as well as programmes in the area of bioethics, with a view to fostering joint activities in that field.

03016

In the normative field, follow-up action will be undertaken for the dissemination and promotion, as well as effective implementation, of the declarations in the field of bioethics (the Universal Declaration on the Human Genome and Human Rights, the International Declaration on Human Genetic Data and the Universal Declaration on Bioethics and Human Rights), in cooperation with the IBC and the IGBC. Further exploration and dissemination of the ethical principles of the Recommendation on the Status of Scientific Researchers as well as of the Declaration on Science and the Use of Scientific Knowledge will be pursued in order to encourage their use by the Member States, in the framework of COMEST's reflection on science ethics and in cooperation with Major Programme II.

03017

A major effort will be undertaken in the area of capacity-building: (a) by providing support to the establishment of ethics of science and bioethics national committees and assisting existing ones, and (b) through the Ethics Education Programme, the creation of networks of experts in ethics teaching, developing resource documentation, contributing to existing teaching programmes, and developing model programmes and quality assessment criteria. These actions will benefit from the expansion of the Global Ethics Observatory, which contains databases on ethics teaching programmes, codes of conduct, legislation, guidelines and regulations.

Main line of action 1: Promoting the ethics of science and technology, with emphasis on bioethics

Expected results at the end of the biennium

Policy-makers in Member States, higher education institutions, national research systems, and the wider public sensitized and attuned to issues relating to the ethics of science and technology.

Performance indicators:

- Depth and relevance of national/international debates on ethical issues:
 - *Benchmarks: ethics around the world conferences organized in 3 regions; meetings of COMEST organized on science ethics;*
- Number of institutions in which teaching and information material on ethics legislation is being used and disseminated;
- Scope of GEO databases.

International cooperation and national institutional capacities in the field of bioethics enhanced, and integration into relevant policies, as appropriate, of the principles of the Universal Declaration on Bioethics and Human Rights encouraged.

Performance indicators:

- Number of Member States assisted in implementing the declarations;
- Number and relevance of activities organized to promote the principles of the declarations in different regions;
- Statutory meetings of the IBC and IGBC held:
 - *Benchmarks: 2 IBC meetings organized; 1 IGBC meeting organized;*
- Number of national bioethics committees or other mechanisms:
 - *Benchmarks: 8 national bioethics committees in 3 regions;*
- Number of regional networks of bioethics committees and of experts.

Biennial sectoral priority 2: Strengthening national and regional research systems in order to provide policy-oriented research on social and ethical issues

03019

Building on the results of the different international regional and national forums on the research-policy linkages in the social sciences, in particular of the Buenos Aires International Forum on the Social Science – Policy Nexus under MLA 2:

- (a) UNESCO will contribute to the strengthening of policy-oriented research: (i) in various thematic domains identified by the regional research networks set up under the Management of Social Transformations (MOST) Programme; (ii) on poverty eradication, on the basis of the experience gained through the intersectoral projects relating to the cross-cutting theme “Eradication of poverty, especially of extreme poverty” carried out between 2002 and 2007; (iii) on migration and urban issues of relevance to UNESCO’s action regarding migration movements, especially in Africa, the fight against the discrimination of migrants, and issues identified in the framework of the United Nations Habitat Forums of 2006 and 2008; (iv) in the fields of youth and gender, in consonance with the Organization’s Gender Equity Action Plan for 2008-2013; and (v) on sports policies, focusing particularly on youth and the monitoring of the implementation of the International Convention against Doping in Sport. Cooperation with the recently established Observatory on Women, Sports and Physical Education under the auspices of UNESCO will be initiated. These actions will be complemented by the promotion of research methodologies and the implementation of pilot projects on youth violence and poverty eradication in Africa and Central America. The dissemination of best quality research identified will be ensured through the *International Social Science Journal* and the *Journal on Multicultural Societies*, while the MOST online Policy Research Tool will continue to ensure the dissemination and usability of research results through appropriate information technology. Under youth and migration research, special emphasis will also be put on issues relating to the dialogue among civilizations and cultures, an intersectoral endeavour.
- (b) Priority will also be given to strengthening research-policy linkages through: (i) the Management of Social Transformations (MOST) Programme; (ii) the organization of forums of an international, regional and national scope, focusing on key policy areas, including the organization of forums of ministers of social development at the regional and subregional levels, where regional or subregional integration processes allow for articulated social development policies; (iii) an effort to strengthen international cooperation in the field of social sciences, in cooperation with the International Social Science Council (ISSC) and relevant social science consortiums and funding agencies, with a view to enhancing both common research programmes between developed and developing countries and South-South cooperation in this field, and to contributing to research capacity-building needs, in particular in Africa and Asia; and (iv) the development of national social and human science policies, and their articulation with the science and technology policies in the framework of national research systems.

Main line of action 2: Enhancing research-policy linkages in the field of social development and policies relating to physical education and sports

Expected results at the end of the biennium

Policy-oriented research networks in the field of the social sciences strengthened, with a view to informing the formulation of policies in such fields as poverty eradication, migrations, regional integration, urban issues, youth, including youth violence, and gender equality, and the teaching of the social and human sciences.

Performance indicators:

- Policy-related research networks in operation;
- Number of publications reporting the findings of research projects and good practices published and disseminated;
- Follow-up to United Nations High-Level Dialogue on Migration and participation in activities of the Global Migration Group;
- Good practices on social integration in urban settings developed and disseminated;
- Number of policy-oriented pilot projects implemented in Africa and Latin America and Caribbean region.

National research systems capacities enhanced for the formulation of policies on social development.

Performance indicators:

- Number of regional forums of ministers of social development:
 - *Benchmarks: 4 regional forums and 2 subregional forums;*
- Quality of reports on regional research;
- Number of countries where good practices in social and human policy formulation, development and implementation have been disseminated;
- Integrated approaches for the creation and strengthening of national research systems;
- Number of countries with research system audits;
- Number of research-based recommendations provided to support development of gender equal policies.

Implementation of the International Convention Against Doping in Sport encouraged.

Performance indicators:

- Administrative and monitoring system of the International Convention Against Doping in Sport operational:
 - *Benchmark: meeting of States Parties to the Convention.*

Integration, as appropriate, of physical education and sport policies in national education systems improved.

Performance indicators:

- Qualitative reports on enhancing interlinkages between Physical Education and Sports (PES) and social goals;
- Number of countries benefiting from training activities;
- Number of partnerships with sports organizations.

Biennial sectoral priority 3: Contributing to the dialogue among civilizations and cultures and to a culture of peace through philosophy, the human sciences, good governance, the promotion of human rights, and the fight against discrimination

03021

In line with the three pillars of UNESCO's Intersectoral Strategy on Philosophy, adopted by the Executive Board at its 171st session – philosophy world problems, philosophy teaching worldwide and promotion of philosophical thought and research – priority will be given to: (a) fostering philosophical debate in civil society on key issues in UNESCO's fields of competence through international and national celebrations of World Philosophy Day, proclaimed by the General Conference at its 33rd session; (b) organizing interregional philosophical dialogues as a component of the Organization's intersectoral approach to the dialogue among civilizations and cultures; and (c) identifying and disseminating best practices relating to the development of philosophy curricula open to intercultural perspectives, in cooperation with ICPHS and *Diogenes*.

03022

In line with UNESCO's Integrated Strategy on Democracy, the International Centre for Human Sciences (ICHS), also known as the Byblos Centre, will contribute to promoting the human sciences – in particular implementing three pillars, namely: (i) fostering comparative analytical research; (ii) organizing international dialogues on the future of democracy; and (iii) supporting democracy in post-conflict areas.

03023

In the framework of the Organization's contribution to the International Decade for a Culture of Peace and Non-Violence for the Children of the World (2001-2010), for which UNESCO serves as lead agency of the United Nations system, and in pursuance of the Declaration and Programme of Action for a Culture of Peace, priority will be given to the identification of emerging ethical and societal issues relating to, *inter alia*, new forms of violence and tensions affecting civil peace, democracy and pluralism in an era of globalization, building on the work of networks set up during the period 2002-2007.

03024

In line with the UNESCO Strategy on Human Rights, and its Integrated Strategy to Combat Racism, Discrimination, Xenophobia and Related Intolerance, policy-oriented research on obstacles and challenges to the enjoyment of human rights falling within UNESCO's fields of competence will be encouraged and supported. Special attention will be given to the commemoration of the 60th anniversary of the Universal Declaration of Human Rights which was launched on 10 December 2007. This action will also contribute to the further elucidation of the nature, content and scope of the application of these rights. Research findings may serve to inform and reinforce relevant programmes in other areas of UNESCO's action. Research will be carried out in cooperation with national human rights institutions, the Office of the United Nations High Commissioner for Human Rights, the United Nations Committee on Economic, Social and Cultural Rights and other United Nations bodies, as well as with the academic community and

civil society actors. The feasibility of establishing an international Institute for Human Rights Education in Buenos Aires under the auspices of UNESCO will be studied. The capacity-building of UNESCO staff with a view to further integrating a human rights-based approach into all its programmes will be continued. Priority will also be given to the strengthening of the regional coalitions of cities against racism and discrimination, to their networking and the exchange of best practices, strengthening their partnerships with various segments of civil society, especially jurists' and lawyers' associations, in order to provide them with the necessary legal framework and institutional backing. Two major thematic programmes aimed at fighting HIV-related discrimination and the promotion and education of children in need will continue to be supported.

03025

Main line of action 3: Promoting philosophical reflection, human rights in UNESCO's fields of competence and the fight against racism and discrimination

Expected results at the end of the biennium

Intersectoral strategies on philosophy, human rights, democracy and the fight against racism implemented.

Performance indicators:

- Impact of discussions and papers related to international and national celebrations of World Philosophy Day and media coverage;
- Number of networks of philosophers established in different regions:
 - *Benchmarks: UNESCO Network of Women Philosophers operational; policy framework for philosophy teaching open to intercultural perspectives developed;*
- Number and relevance of research findings disseminated in the framework of studies carried out;
- Capacity-building events organized in the field of research on democracy, with emphasis on post-conflict societies;
- Number and relevance of research results, information and good practices disseminated among policy-makers at regional levels;
- Number and quality of activities in the framework of the 60th anniversary of the Universal Declaration of Human Rights;
- Number and scope of activities of international coalitions of cities against racism and all forms of discrimination;
- Number and relevance of studies and research projects for policies and plans of action to combat HIV-related discrimination.

Contributions to the intersectoral platform pertaining to the dialogue among civilizations and cultures and a culture of peace developed through human sciences policy-oriented research.

Performance indicators:

- Number and relevance of research policy papers produced and disseminated;
- Media coverage of the UNESCO Education for Peace Prize, the Madanjeet Singh Prize for the Promotion of Tolerance and Non-Violence, and the UNESCO Prize for Human Rights Education.

Policy-oriented research enhanced on the main obstacles and challenges to the enjoyment of human rights in UNESCO's fields of competence.

Performance indicators:

- Number and relevance of research projects carried out in cooperation with human rights institutions:
 - *Benchmark: 4 research projects;*
- Number of publications on research findings, including those concerning gender-related obstacles to the full enjoyment of human rights.

Efforts at mainstreaming the human rights-based approach into UNESCO's programming evaluated and reported to UNESCO's governing bodies.

Performance indicators:

- Number of UNESCO staff at Headquarters and in the field trained in using the human rights-based approach.

MP IV

Culture

Major Programme IV

Culture

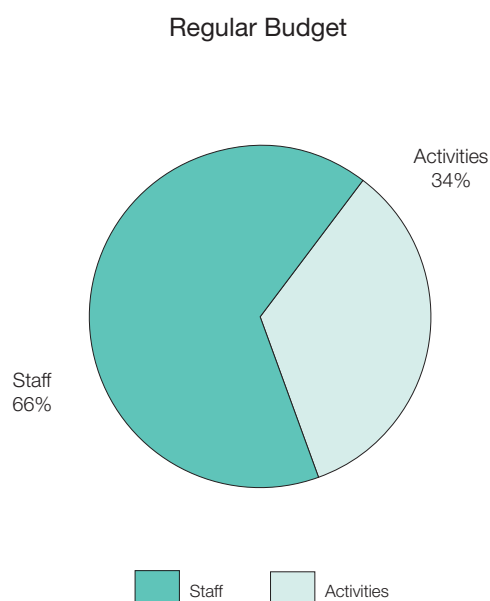
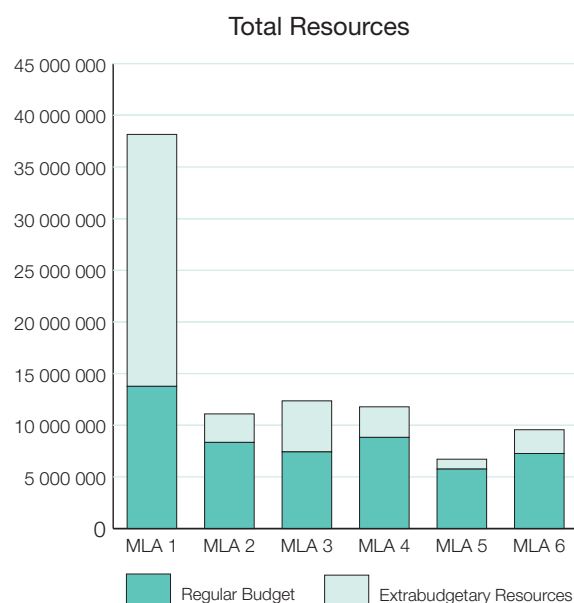
CLT 1

Main Line of Action	Regular Budget		TOTAL 34 C/5 Approved	Extrabudgetary ⁽²⁾
	Activities ⁽¹⁾	Staff		
	\$	\$	\$	\$
MLA 1 Protecting and conserving immovable cultural and natural properties, in particular through the effective implementation of the World Heritage Convention	4 314 900	9 451 900	13 766 800	24 385 800
MLA 2 Safeguarding living heritage, particularly through the promotion and implementation of the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage	3 222 100	5 119 300	8 341 400	2 758 800
MLA 3 Enhancing the protection of cultural objects, the fight against illicit trafficking in them, and the development of museums, particularly in developing countries	2 932 400	4 490 400	7 422 800	4 938 000
MLA 4 Protecting and promoting the diversity of cultural expressions through the implementation of the 2005 Convention and development of cultural and creative industries	3 300 800	5 525 200	8 826 000	2 960 500
MLA 5 Promoting the understanding and development of intercultural dialogue and peace	1 550 300	4 208 100	5 758 400	957 100
MLA 6 Mainstreaming within national policies of the links between cultural diversity, intercultural dialogue and sustainable development	1 900 400	5 366 800	7 267 200	2 300 500
Total, Major Programme IV	17 220 900	34 161 700	51 382 600	38 300 700

(1) Including HQs indirect programme costs for an amount of \$205,400.

(2) Funds already received or firmly committed, including posts financed from FITOCA and/or other extrabudgetary funds (OPF).

Distribution of Resources



DECENTRALIZATION OF REGULAR BUDGET						
Headquarters/Region	Activities		Staff		34 C/5 Approved TOTAL	
	\$	weight %	\$	weight %	\$	weight %
Headquarters	9 475 000	55.0	25 048 600	73.3	34 523 600	67.2
Africa	2 238 200	13.0	2 356 200	6.9	4 594 400	8.9
Arab States	1 526 600	8.9	1 166 000	3.4	2 692 600	5.2
Asia and the Pacific	1 907 200	11.1	2 483 300	7.3	4 390 500	8.5
Europe and North America	559 000	3.2	1 270 500	3.7	1 829 500	3.6
Latin America and the Caribbean	1 514 900	8.8	1 837 100	5.4	3 352 000	6.5
Total, Field	7 745 900	45.0	9 113 100	26.7	16 859 000	32.8
TOTAL (Headquarters + Field)	17 220 900	100.0	34 161 700	100.0	51 382 600	100.0

ESTABLISHED POSTS BY REGION, BY CATEGORY AND BY FUNDING SOURCE				
Headquarters/Region		34 C/5 Approved		
		ADG/D/P/NPO	GS/L	Total
Headquarters	<i>Regular Budget</i>	71	48	119
	<i>Extrabudgetary</i>	8	–	8
Africa	<i>Regular Budget</i>	12	–	12
	<i>Extrabudgetary</i>	–	–	–
Arab States	<i>Regular Budget</i>	5	–	5
	<i>Extrabudgetary</i>	1	–	1
Asia and the Pacific	<i>Regular Budget</i>	13	–	13
	<i>Extrabudgetary</i>	–	–	–
Europe and North America	<i>Regular Budget</i>	4	1	5
	<i>Extrabudgetary</i>	–	–	–
Latin America and the Caribbean	<i>Regular Budget</i>	9	–	9
	<i>Extrabudgetary</i>	–	–	–
Total, Field	<i>Regular Budget</i>	43	1	44
	<i>Extrabudgetary</i>	1	–	1
TOTAL (Headquarters + Field)	<i>Regular Budget</i>	114	49	163
	<i>Extrabudgetary</i>	9	–	9
GRAND TOTAL		123	49	172

Major Programme IV

Culture

04000

General Conference resolution 34 C/Res.39 for Major Programme IV

The General Conference

1. *Authorizes* the Director-General:

- (a) to implement the plan of action for Major Programme IV, structured around the following two biennial sectoral priorities and six main lines of action, with special emphasis on the needs of Africa, gender equality, youth, LDCs and SIDS as well as the most vulnerable segments of society, including indigenous peoples, in order to:

Biennial sectoral priority 1: Promoting cultural diversity through the safeguarding of the heritage in its various dimensions and the enhancement of cultural expressions

- (i) ensure the protection and conservation of the cultural and natural heritage through the application of the 1972 Convention for the Protection of the World Cultural and Natural Heritage, and to that end, to:
- improve the management of the World Heritage Centre to allow it to address rapidly and effectively the challenges in the implementation of the Convention;
 - promote a more representative, credible and balanced World Heritage List, especially for the benefit of under-represented regions and heritage categories, with particular reference to the Africa, Caribbean and Pacific regions;
 - increase public awareness of, involvement in, and support for World Heritage activities, in particular through the development of information tools and the dissemination of knowledge;
 - ensure the effective and preventive conservation of World Heritage properties as well as World Heritage in Danger through the building of capacities – in particular in Africa in close cooperation with the African World Heritage Fund – and ensure the coordination of International Coordination Committees (ICCs) in post-conflict and post-disaster situations;
 - provide support for the future establishment of the proposed Pacific world heritage fund;
 - promote sustainable tourism at World Heritage sites with a view to contributing to the economic and social development of local communities and their active participation in the management and conservation of sites;

- contribute to the protection of World Heritage sites against the impact of new global challenges such as climate change, urbanization, pressures from unsustainable tourism and internal migration, in cooperation with all other Major Programmes in the spirit of intersectorality, and in particular Major Programmes II and III;
- (ii) encourage the effective implementation of the 1954 Hague Convention for the Protection of Cultural Property in the Event of Armed Conflict and its two Protocols, notably by providing increased support to the intergovernmental mechanism;
- (iii) ensure the application of the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage, and to that end:
- further raise Member States’ awareness of the importance of the intangible cultural heritage and its safeguarding;
 - provide Member States with assistance to build their capacities to draw up inventories of their intangible cultural heritage, and to implement plans for the safeguarding of that heritage and for promoting cooperative action among States Parties, with a view to reinforcing subregional and regional integration processes;
- (iv) strengthen the protection of cultural property through the conservation of collections and improved protection of endangered movable cultural property; promote heritage conservation practices and museum policy development, notably in developing countries, including through the creation and development of community cultural museums in Africa; ensure full conformity and compliance with UNESCO policy and with 33 C/Resolution 44 (“Strategy to facilitate the restitution of stolen or illicitly exported cultural property”), underlining that access through digitization or digital images of the work does not replace the requirements of the 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property; promote the fight against illicit trafficking in cultural property and the return or restitution of such cultural property to its country of origin, in the spirit of the 1970 Convention, and of the 1995 UNIDROIT Convention, and in the connection:
- highlight the role of the Intergovernmental Committee for Promoting the Return of Cultural Property to its Countries of Origin or its Restitution in Case of Illicit Appropriation as a useful forum for the examination of cases for which it could complement bilateral mechanisms for promoting the return of cultural property, as well as promote the implementation of measures to prevent those concerned (curators, antique dealers, collectors, etc.) from illicit trafficking of cultural property;
 - promote the 2001 Convention on the Protection of the Underwater Heritage by encouraging Member States to ratify the Convention and strengthen the protection of the underwater cultural heritage, including through the 2001 Convention;
- (v) ensure the protection and promotion of the diversity of cultural expressions and the development of creative industries by raising Member States’ awareness of the importance of the protection and promotion of the diversity of cultural expressions, promote the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions by encouraging Member States to ratify it, establish its governing bodies, and set up operational mechanisms (International Fund for the Promotion of Culture and Global Alliance for Cultural Diversity);
- (vi) reinforce actions in favour of the development of cultural and creative industries to promote development and eradicate poverty, in particular by raising the awareness of and providing advice to Member States with a view to building the capacities of policy-makers and national

and international partners in the fields of book production and translation, crafts, and design, in particular by enhancing professional capacity-building in this area, and by fostering South-South and triangular North-South-South cooperation, to enable developing countries to share their experiences and cooperate in this context; follow up the outcomes of the World Conference on Arts Education (Lisbon, 6-7 March 2006) by surveying and gathering information and organizing expert meetings on the activities undertaken by countries for the promotion and implementation of the recommendations of the Lisbon World Conference on Arts Education, as a preparatory action for the organization of the Second World Conference on Arts Education;

Biennial sectoral priority 2: Promoting social cohesion by fostering pluralism, intercultural dialogue, and a culture of peace, as well as the central role of culture in sustainable development

- (vii) develop conceptual and operational frameworks fostering intercultural dialogue in all its dimensions, including interfaith dimensions, using an interdisciplinary and intersectoral approach, and strengthening capacities in the area of culture through South-South cooperation and North-South-South cooperation, taking into account the report of the Alliance of Civilizations (2006), and the positive results of the relevant international and regional meetings or events;
 - (viii) submit the recommendations of the World Report on Cultural Diversity to be published in 2008 to the governing bodies for their consideration;
 - (ix) develop the means and skills needed to strengthen social cohesion, and to promote education to address discrimination against migrants, while respecting cultural pluralism, and to promote a culture of peace, drawing on cooperation agreements with governmental and non-governmental organizations, and on the networks of UNESCO Chairs and other partners, supporting and encouraging regional and international initiatives and activities to be carried out by Member States so as to contribute to the defence of cultural diversity and its promotion for the safeguarding of the heritage and the development of cultural expressions, furthering also the promotion of social cohesion, pluralism and dialogue among cultures, the process of ratification of the Convention, and the establishment of the national level of measures and legislation with a view to its proper application;
 - (x) assist Member States in the formulation, revision and updating of their cultural policies, taking into account the links between cultural diversity, intercultural dialogue and sustainable development in an integrated approach, with particular attention to the needs defined by the New Partnership for Africa's Development (NEPAD), while reinforcing institutional, including legislative, capacities and those of policy-makers and culture professionals, with a view to developing the cultural sector and integrating culture into all other development policies;
 - (xi) ensure that the principles of cultural diversity and intercultural dialogue are taken into account in joint programming exercises of the United Nations system and in national development plans, while contributing to the objectives of the International Decade for a Culture of Peace and Non-Violence for the Children of the World (2001-2010) and the Programme of Action on a Culture of Peace;
- (b) to allocate for this purpose an amount of \$17,220,900 for activity costs, and \$34,161,700 for staff costs;
2. *Requests* the Director-General:
- (a) to implement the various activities authorized by this resolution, to the maximum extent possible, through intersectoral platforms;

- (b) to report in the statutory reports on the achievement of the following expected results, including information on the cost-efficient use of human and financial resources, particularly in the areas of travel, publications and contractual services, for each of the results reported, following the principles of transparency, efficiency and rationalization:

Main line of action 1: Protecting and conserving immovable cultural and natural properties, in particular through the effective implementation of the World Heritage Convention

- Management of the World Heritage Centre improved to address rapidly and effectively the challenges in the implementation of the Convention
- A more representative, credible and balanced World Heritage List, with particular reference to the Africa, Caribbean and Pacific regions
- World Heritage information, education and knowledge management tools developed, and the network of partners expanded
- National capacities for the conservation and management of heritage properties strengthened, including for World Heritage in Danger, in particular in post-conflict and post-disaster countries, and, in the African context, in cooperation with the African World Heritage Fund
- Assistance provided for the future establishment of the Pacific world heritage fund
- Sustainable tourism promoted, and local communities empowered with regard to the management and conservation of World Heritage sites
- World Heritage sites protected, through intersectoral action, against the impact of new global challenges
- Effective implementation of the 1954 Hague Convention and its two Protocols encouraged, notably after having provided increased support to the intergovernmental mechanism

Main line of action 2: Safeguarding living heritage, particularly through the promotion and implementation of the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage

- Accession of Member States to, and implementation of, the Convention for the Safeguarding of the Intangible Cultural Heritage encouraged
- International cooperation and safeguarding capacities of Member States and communities strengthened
- Capacities for establishing inventories in Member States developed
- Enhanced coordination between the 1972 and 2003 Conventions
- Linguistic diversity enhanced by supporting oral traditions

Main line of action 3: Enhancing the protection of cultural objects, the fight against illicit trafficking in them, and the development of museums, particularly in developing countries

- Accession of Member States to, and implementation of, the 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property encouraged

- Accession of Member States to the 2001 Convention on the Protection of the Underwater Cultural Heritage encouraged
- National capacities for the legal and material protection and conservation of movable cultural property strengthened, including through efforts to combat the looting of cultural objects
- Progress achieved in international efforts concerning the return and restitution of movable cultural property to its country of origin
- Capacities for the development of heritage conservation practices and museum policies, particularly in developing countries, strengthened
- Capacities of national museums as factors of social cohesion strengthened

Main line of action 4: Protecting and promoting the diversity of cultural expressions through the implementation of the 2005 Convention and development of cultural and creative industries

- Accession of Member States to the 2005 Convention and its implementation encouraged, and related international mechanisms supported
- Original and innovative initiatives and partnerships to promote the cultural and creative industries developed, and the role of cultural activities in regional integration strengthened, in particular in developing countries
- Linguistic diversity enhanced, including by sharing best practices and providing advice for strengthening book and publishing policies and capacities, where applicable, including through translation and wide dissemination
- Design, production and management capacities of master craftspeople, especially women, strengthened
- Early completion of the UNESCO World Report on Cultural Diversity encouraged

Main line of action 5: Promoting the understanding and development of intercultural dialogue and peace

- Understanding of the challenges emerging from the interaction between cultural diversity and intercultural dialogue improved
- The fight against cultural, ethnic and religious prejudices reinforced

Main line of action 6: Mainstreaming within national policies of the links between cultural diversity, intercultural dialogue and sustainable development

- Principles of and methodological approaches to linkages between diversity, dialogue, and development elaborated and disseminated
- Principles of cultural diversity and intercultural dialogue included in various development policies and in actions supporting the area of culture
- Institutional capacities in the cultural field strengthened through South-South and North-South-South cooperation
- Contribution to joint United Nations country-level programming strengthened, with emphasis on the importance of cultural diversity in development

Addressing the needs of Africa

- Educational material on history and cultural resources prepared, on the basis of the *General History of Africa*, for integration into the curricula of the African Union Member States at various levels of education
- African cultural and natural heritage better represented on the World Heritage List, and African accession to the World Heritage Convention expanded
- Management of African properties on the World Heritage List and on the List of World Heritage in Danger strengthened, including through cooperation with the African World Heritage Fund and other appropriate bodies
- Accession of Member States to the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage and the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions encouraged
- Intangible cultural heritage in Africa safeguarded and strengthened
- Policy advice provided, where appropriate, for cultural policies as part of sustainable development policies.

Major Programme IV

Culture

04001

Biennial sectoral priorities for 2008-2009

Biennial sectoral priority 1:

Promoting cultural diversity through the safeguarding of the heritage in its various dimensions and the enhancement of cultural expressions.

Biennial sectoral priority 2:

Promoting social cohesion by fostering pluralism, intercultural dialogue, and a culture of peace, as well as the central role of culture in sustainable development.

International goals and commitments

Millennium Development Goals (MDGs), in particular MDG 1 and the 2005 World Summit Outcome document, in particular paragraph 14 “acknowledging [...] the cultural diversity throughout the world” and that “all cultures and civilizations contribute to the enrichment of humankind”.

Reinforcing the protection and promotion of cultural diversity in all its forms:

Universal Copyright Convention (1952 and 1971); Convention for the Protection of the World Cultural and Natural Heritage (1972); Convention for the Safeguarding of the Intangible Cultural Heritage (2003); Convention on the Protection and Promotion of the Diversity of Cultural Expressions (2005); Convention for the Protection of Cultural Property in the Event of Armed Conflict (1954); Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Cultural Property (1970); Convention on the Protection of the Underwater Cultural Heritage (2001); UNESCO Declaration concerning the Intentional Destruction of Cultural Heritage (2003).

Reaffirming the intrinsic linkages between culture and sustainable development:

Stockholm Conference on Cultural Policies for Development (1998); International Implementation Scheme for the United Nations Decade on Education for Sustainable Development (2005-2014); International Decade of the World's Indigenous Peoples (2005-2014); United Nations Global Agenda for Dialogue among Civilizations (2001).

04002

Major Programme IV will provide leadership in pursuing overarching objective 4, “Fostering cultural diversity, intercultural dialogue and a culture of peace”, and will take the intersectoral lead for contributing to the three related strategic objectives: “Strengthening the contribution of culture to sustainable development”, “Demonstrating the importance of exchange and dialogue among cultures to social cohesion and reconciliation in order to develop a culture of peace” and “Sustainably protecting and enhancing cultural heritage”. Major Programme IV will also contribute to the achievement of the other four stated overarching objectives of document 34 C/4.

04003

The action carried out will naturally draw on the achievements of the Medium-Term Strategy that is coming to a close. The first among them – the most visible perhaps – is to have completed the standard-setting foundation on which UNESCO’s action to promote cultural diversity rests. In the span of six years, the General Conference has adopted three conventions (2001: Convention on the Protection of the Underwater Cultural Heritage; 2003: Convention for the Safeguarding of the Intangible Cultural Heritage; 2005: Convention on the Protection and Promotion of the Diversity of Cultural Expressions).

It has also adopted two declarations: in addition to the 2003 UNESCO Declaration concerning the Intentional Destruction of Cultural Heritage, it adopted, in 2001, the UNESCO Universal Declaration on Cultural Diversity, which in itself embodies all the principles to which the international community subscribes in the field of cultural diversity. It is not surprising then that the new Medium-Term Strategy is aimed principally at advancing the application of these instruments. The 2008-2009 biennium will be crucial for the formulation of the main guidelines governing their implementation. It may be hoped that by the end of 2009, the conferences of States Parties to each of these three new conventions (two are already in force and the third could be by the end of 2007) will have adopted their principal working methods. At the same time, one of the most pressing tasks is to incorporate these principles in the national policies of States. It is therefore important to prepare “briefs” for all national partners that clearly explain the principles shared by these instruments, their particularities and how to include them in national policies. Such will be the major objective of the efforts to be made in 2008-2009. The biennium will also be marked by efforts to continue promoting the 1972, 1970 and 1954 Conventions in order to ensure the holistic protection of the cultural heritage, be it world heritage or movable cultural property, both in times of peace and following conflicts.

04004

The second distinctive feature of the 2008-2009 biennium depends on the degree to which the United Nations reform now under way is taken into account. The objective is clear and undisputed: to present a “common front” of all the United Nations organizations at the country level. Only the pace and the precise arrangements for the attainment of this objective are still in question. In the case of the Culture Programme, it will entail incorporating the main lines of the standard-setting framework adopted at the international level in national policies. In other words, the aim will be to link the normative and the operational, the global and the local. To that end, special emphasis will be placed on UNESCO’s “policy advice” function and all possible resources will be marshalled to ensure active participation in joint country programming exercises. To that end also, in addition to the “briefs” mentioned above, it will be necessary to collect statistics and establish observatories and other inventories of cultural resources so that each country and each region can be assessed with regard to culture for development, in order to demonstrate in each case that “culture counts”. A particular effort will also be made to encourage South-South cooperation and North-South-South triangular cooperation so as to foster the emergence of a platform facilitating the sharing of cooperation experiences among developing countries. Certainly, the building of capacities in all fields relating to culture is essential and UNESCO has already done a great deal to that end. Nevertheless, facts must be faced: UNESCO cannot take direct action in this field. Fellowships, courses, subventions, and so on will have to be discontinued in the interest of broader cooperation with specialized institutions (for instance with ICCROM and ICOM), and the systematic development of what are referred to as “category 2” institutes and of some major “showcase” projects.

04005

A third accomplishment of the Medium-Term Strategy now ending is to have amply demonstrated the need for an approach to heritage that is both holistic and integrated. The vast diversity of the forms of heritage is now widely recognized and the International Year of Cultural Heritage (2002), for which UNESCO was the lead agency, has certainly helped to deepen our understanding of this broader – and dynamic – conception of heritage. The task now is to ensure that these conceptual advances are recognized by professionals and policy-makers alike, to improve coordination concerning the preservation, conservation and safeguarding of the different forms of heritage. The strategy will also be aimed at allowing better recognition of the triple role of the heritage as a foundation of identity, a vector for development and a tool for reconciliation.

04006

Lastly, the Medium-Term Strategy that is nearing completion has been marked by the sudden and painful awakening to the necessity of promoting a new “dialogue among civilizations” in order to promote a culture of peace to counter-attack vigorously the rise in intolerance, fanaticism and its most odious expression – terrorism – which, since September 2001, has appeared in new forms, calling for new responses.

As the report being prepared on cultural diversity shows, cultural diversity is not only threatened as a result of globalization, it can also present a threat inasmuch as the conditions for genuine dialogue have not been met. UNESCO has certainly made dialogue among cultures a permanent objective since its founding. Nevertheless, it will need to re-examine its strategies for action in the light of contemporary challenges, by focusing on the main lines identified in the report of the High-Level Group on the Alliance of Civilizations, on the experience acquired in post-conflict situations (where the important role of culture as an instrument of reconciliation is increasingly recognized), on exploring heritage as an invitation to reconciliation, and on the strategic importance of multilingualism, the ability to share several languages, all of which appear today to be prerequisites for the emergence of a “world citizenship” which should, in the end, be the ultimate aim of the United Nations system.

04007

Focus on Africa

As part of the follow-up to the African Union Summit held in Khartoum in January 2006, the Organization will, like the African educational tradition, underline the importance of the links between culture and education as key factors in sustainable development and African integration, deploying an intersectoral approach that will ensure access to both knowledge and know-how. **The incorporation of African cultural values into education programmes** will be pursued, in particular through the use of the *General History of Africa* as a teaching tool and through cooperation with the African Academy of Languages (ACALAN), organ of the African Union. Efforts will be aimed at taking into account the linkages between culture and development and the importance, in this context, of **African languages** as languages of instruction and common languages, including in cyberspace.

The need for the sustainable use of heritage resources for social and economic development to become a long-term goal in the conservation and management of heritage resources is of particular importance on the African continent. Action will therefore focus on enhancing the use of **African World Heritage** sites as tools for social and economic development through targeted conservation and management activities, the identification of legislative, technical and financial measures to protect heritage, and the encouragement of African countries to accede to the 1972 Convention on the Protection of the World Cultural and Natural Heritage. Efforts to obtain a more representative World Heritage List will equally be strengthened through the inscription of African heritage. This will include the systematic inventorying of sites for Tentative Listing and monitoring of African properties already inscribed on the List, along with a strengthening of scientific and technical assistance. Particular attention will be paid to the protection and conservation of memorials under the *Slave Route* Project and the *African Liberation Heritage* project. As part of this overall strategy, support will be provided to the activities of the African World Heritage Fund.

Special attention will also be devoted to the protection of movable cultural objects through the effective implementation of the 1970 Convention, as well as to the implementation of the **2003 Convention on the Safeguarding of the Intangible Cultural Heritage**. Actions in the domain of intangible cultural heritage will continue to have a special sub-Saharan focus, especially with regard to capacity-building, the identification of good practices and the identification and definition of intangible heritage, in particular through the drawing up of inventories, with a view to ensuring the viability of Africa’s intangible heritage.

Cultural issues related to African migration and diaspora will be addressed in the countries of origin as well as in the host countries by developing appropriate policies and awareness-raising with a view to fostering social cohesion through intercultural dialogue and constructive pluralism.

Actions to prevent exploitation of young African migrants, as well as for HIV and AIDS prevention, will also be pursued, in particular through cross-national analysis of policies in sub-Saharan Africa.

Priority will also be given to Africa in all activities relating to the contribution of **creative industries to development and to social cohesion**: book policies and integrated donation activities, translation and film subtitling incentives. The same applies to activities concerning relations between heritage, the craft industry and tourism, the extension of the “Award of excellence” to various fields, admission of “creative cities” to thematic networks, and to the “Action plan for the promotion of creative industries for African development” (Khartoum Summit). Given the role of regional events as vehicles for regional and subregional integration, cooperation will be continued and strengthened with African festivals, fairs and shows such as FESPACO (film), SIAO (arts and crafts), MASA (performing arts), FIMA (fashion), FESPAM (music) and FEST HORN. This effort will also embrace special activities related to the fight against piracy in Africa.

Follow-up to the first Pan-African Cultural Congress (December 2006 in Nairobi; Addis Ababa, 13-15 November 2006) and to the revised Charter for the Cultural Renaissance of Africa, adopted by the Conference of Ministers of Culture held in Nairobi on 13 and 14 December 2005, will be ensured.

■ Expected results at the end of the biennium

Educational material on history and cultural resources prepared on the basis of the *General History of Africa*, for their integration into the curricula of education systems in Member States of the African Union at various levels of education.

Performance indicators:

- New educational content based on African cultural resources developed;
- Guidelines for pedagogical material defined in collaboration with the African Union.

African cultural and natural heritage better represented on the World Heritage List, and African accession to the World Heritage Convention expanded.

Performance indicators:

- Nomination files for properties for World Heritage Listing prepared:
 - *Benchmark: 3-4 countries;*
- Educational contents to promote African cultural resources developed in collaboration with regional organizations;
- One or two countries encouraged to adhere to the World Heritage Convention (e.g. Somalia and Equatorial Guinea).

Management of African properties on the World Heritage List and on the List of World Heritage in Danger strengthened, including through cooperation with the African World Heritage Fund and other appropriate bodies

Performance Indicator:

- 50 site managers trained on heritage management in Africa.

Accession of Member States to the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage and the 2005 Convention on the Protection and Promotion of Diversity of Cultural Expressions encouraged.

Performance Indicators:

- New ratifications of the 2005 Convention:
 - *Benchmark: at least 10;*
- New sub-Saharan States Parties to the 2003 Convention:
 - *Benchmark: at least 5;*
- Assistance provided for the preparation of inscriptions of intangible heritage from sub-Saharan States Parties on the lists of the Convention:
 - *Benchmark: at least 10 inscriptions.*

Intangible cultural heritage in Africa safeguarded and strengthened.

Performance Indicators:

- Launch of capacity-building and safeguarding pilot projects and elaboration of inventories:
 - *Benchmark: at least 10 projects.*

Policy advice provided, where appropriate, for cultural policies as part of sustainable development policies.

Performance Indicators:

- Training of decision-makers, community leaders and civil society representatives:
 - *Benchmark: at least 10 activities at local and regional levels;*
- Innovative initiatives and partnerships established to promote cultural and creative industries:
 - *Benchmark: activities undertaken in at least 5 subregional or regional festivals, fairs or shows;*
- Linguistic diversity enhanced through the sharing of best practices (ACALAN).

04008

Towards Gender Equality

Redressing gender inequalities is a multidimensional and intersectoral effort, which will involve a variety of external organizations, institutions and special partners. Gender equality will be promoted, with a view to supporting the achievement of MDG 3, through international cooperation at the national and local levels in the context of the 1972 Convention for the Protection of World Cultural and Natural Heritage.

The mainstreaming of gender equality considerations in **heritage policies** will focus on those aspects that relate to economic development, conservation, education and training. Priority will be given to investing in heritage conservation and protection through the education and training of both women and men, and to using heritage resources to ensure women's economic, political and social empowerment. Activities in this regard will include involving women through targeted training, strengthening women's networks and associations, advocating institutional reforms through special awareness-raising programmes, and data collection and monitoring with a view to tracking gender equality outcomes from heritage resources conservation.

Women are also crucial actors in the transmission of **intangible heritage** as well as in the protection of movable cultural objects. Targeted research will be launched to understand the different roles that women and men, from different age groups, play in the transmission of intangible cultural heritage, including languages. On this basis, a specific pilot project will be developed to test the related data and research findings.

In regard to the contribution of **creative industries to development and social cohesion**, action to heighten the socio-economic impact of small craft enterprises will give priority to women craftworkers. A number of projects will seek to strengthen craftswomen's management and marketing skills in order to increase their productivity and, ultimately, their personal income. Priority will also be granted to women through the "Design Social Network" programme and instruction in national languages.

The challenge of **African migration** will also be in focus, especially by drawing upon research findings and methodologies developed within the cross-cutting project "Combating exploitative migration of women and children in Africa" (2004-2007). This initiative will inform decision-makers of the complexity of factors underlying the migration of young Africans (and the specific impact on them as a result of **HIV and AIDS**) and include the development of gender-responsive, culturally appropriate information campaigns at the community level with a view to addressing root causes more comprehensively.

As gender inequality is one of the core factors driving the AIDS pandemic, the "Culture, HIV and AIDS" project will focus on the relation between culture, gender and HIV to build capacities in UNESCO and UN-wide in particular in contributing to the MDGs. The objective is to enable the development of culturally appropriate and gender-responsive policies and actions in country-level programming.

Finally, the Organization will continue its cooperation with women's associations involved in dialogue, especially interreligious dialogue, for conflict-resolution and reconciliation in Africa, paying particular attention to the results and recommendations of seminars and training courses for trainers (TOT) held during the previous biennium.

04009

Languages and multilingualism

Languages are an essential dimension of cultural identity and concrete tools of communication. Given this twofold nature of languages, they are not only components of cultural diversity and dialogue, but also targets of interdisciplinarity and intersectoral collaboration in the pursuit of a variety of specific strategic and programmatic goals.

The intersectoral programme for languages 2008-2009 will comprise a number of activities related to languages and multilingualism undertaken by all major programmes, as well as specific, intersectoral and synergetic action (see box 9 in the draft 34 C/4 and the summary of intersectoral platforms and engagement contained in the present document). Specific resources will be allocated to the coordination by the Culture Sector of these efforts. UNESCO will also assume the lead role within the United Nations system as coordinator of the International Year of Languages 2008, which includes facilitating the development of multi-stakeholder partnerships within Member States.

The Culture Sector will provide support to the safeguarding and promotion of linguistic diversity, especially endangered languages, within the broader framework of promoting cultural diversity and as a vehicle of intangible cultural heritage. Focus will also be on the intellectual, literary and poetic heritage of humanity as a means of enhancing intercultural dialogue. National and local initiatives promoted within this framework will comprise policy advice and capacity-building activities with a view to integrating multilingualism into joint programming exercises at the country level.

Expected results at the end of the biennium

- Synthesis report on the normative tools and principles of relevance to languages published;
- Endangered Languages Atlas and the “Index Translationum” updated;
- International event on existing “good practices” organized;
- Input provided to report by the United Nations Secretary-General on multilingualism.

04010

The plan of action of Major Programme IV aims at the implementation of (i) the programme resolution adopted by the General Conference, the text of which is reproduced at the beginning of the Major Programme as well as (ii) the resolutions related to specific items cited hereunder, the texts of which appear in Volume 1 of the Records of the 34th session of the General Conference.

- 40 Establishment of the Regional Centre for Underwater Archaeology in Zadar, Croatia, as a category 2 centre under the auspices of UNESCO
- 41 Establishment in China of the World Heritage Training and Research Institute for the Asia and the Pacific Region, as a category 2 institute under the auspices of UNESCO
- 42 Proposal for the establishment of an institute for African culture and international understanding at the Olusegun Obasanjo Presidential Library in Abeokuta, Ogun State, Nigeria, as a category 2 institute under the auspices of UNESCO
- 43 Draft of the declaration of principles relating to cultural objects displaced in connection with the Second World War
- 44 Enhancing the protection of cultural objects through the fight against illicit trafficking in them, and the development of museums in developing countries
- 45 Examination of the new reports by Member States and other States Parties on measures taken in application of the Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property (1970)

46 Proclamation of an international year for the rapprochement of cultures

47 Jerusalem and the implementation of 33 C/Resolution 50

The plan of action also takes into account the recommendations of the General Conference concerning other draft resolutions (DRs) not retained for inclusion in the *Records of the General Conference*.

Biennial sectoral priority 1 (principal priority): Promoting cultural diversity through the safeguarding of the heritage in its various dimensions and the enhancement of cultural expressions

04011

Drawing on the overarching objective of the Medium-Term Strategy (2008-2013), which aims to promote and protect cultural diversity, UNESCO will pursue its action in favour of building capacities to protect simultaneously immovable (sites and monuments), movable (cultural objects), and intangible heritage (practices, and expressions, knowledge and skills), while also addressing the protection and promotion of the diversity of cultural expressions through the contemporary means of production and dissemination that are best embedded in cultural industries. The strategy shall also pay special attention to the role of heritage as a foundation of identity, a vector for development and a tool for dialogue, reconciliation and social cohesion.

04012

Continued efforts will be made to extend the outreach of the World Heritage Convention, in cooperation with the States Parties, the advisory bodies, UNESCO public and private partners and within the framework of the five “C” strategic objectives: credibility, conservation, capacity-building, communication (which includes awareness-raising) and communities. The mainstreaming of gender equality considerations in heritage policies will be encouraged with regard to those aspects that relate to economic development, conservation, education and training of both men and women. The management of the World Heritage Centre will be improved to allow it to address effectively and rapidly the challenges in the implementation of the Convention. With a view to increasing awareness on heritage protection and conservation, the UNESCO World Heritage Centre website will be upgraded to facilitate easy access to information and to serve as a communication, education and knowledge-management tool. Partnerships with civil society organizations, including the private sector, will be developed in order to support the implementation of the Convention as well as to inform and involve the public in this process. The development of technical and managerial skills of both men and women at the national level to safeguard and enhance cultural and natural sites will also be the subject of particular attention as regards Africa, in particular concerning memorials under the Slave Route Project and sites linked to the African liberation heritage. These actions will take place in close cooperation with the African World Heritage Fund. The development of a more representative, credible and balanced World Heritage List will be promoted, especially for the benefit of under-represented regions and heritage categories, with particular reference to the Africa, Caribbean, Central Asia, South-East Asia and Pacific regions and the small island developing States. Complex global issues such as climate change and its impact on the world heritage, natural disasters, tourism development, urbanization and armed conflicts will be addressed, in collaboration with other sectors, through a multidisciplinary approach and will be factored into the conservation of cultural and natural sites, with the aim of building capacities to prevent and mitigate such threats and impacts. The World Heritage sites on the Danger List and sites in post-conflict and post-disaster countries will receive priority attention and include the coordination of International Coordination Committees (ICCs). Special attention will be given to support for local communities in managing sustainable tourism initiatives in cultural and natural sites. **[MLA 1]**

04013

In view of the importance of the safeguarding of the intangible cultural heritage and of the many factors that threaten its continuous re-creation and transmission, there is an urgent need for the broadest possible implementation of the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage with the full involvement of communities and groups. To this end, UNESCO will assist the governing bodies of the Convention and will continue its cooperation with Member States, including those not yet parties to the Convention, to strengthen and build up capacities for the safeguarding of their intangible cultural heritage. All activities shall aim, directly or indirectly, at ensuring the viability of intangible cultural heritage, by sustaining the practice, maintenance and especially the transmission of intangible heritage, through such measures as identification, inventory-making, preservation, promotion, enhancement of formal and non-formal education for awareness-raising and transmission, revitalization, documentation and research. Priority shall be given to activities in which communities and their representatives, including practitioners, are fully involved. Special attention shall be given to the drawing up of inventories with the full participation of the communities concerned and to activities aimed at ensuring the transmission of intangible heritage, such as the establishment of living human treasures systems, as well as to the safeguarding and promotion of linguistic diversity, by focusing on endangered languages and on language as a vehicle of intangible cultural heritage. Pilot projects that involve the holistic safeguarding and coordinated preservation of associated elements of the tangible and intangible heritage of communities, to be implemented with the full involvement and consent of these communities, will also be identified. In order to continue raising awareness on the importance of the intangible heritage and its safeguarding, information on safeguarding efforts and initiatives, as well as on good practices, will be collected worldwide and diffused through UNESCO's Culture website and/or other appropriate UNESCO channels. **[MLA 2]**

04014

Movable cultural objects and the museums in which they are preserved are exceptional repositories of cultural diversity and make possible an integrated approach to, and understanding of, the cultural heritage. The strategy for cultural objects will be aimed at the joint implementation of standard-setting and operational activities, in particular to combat illicit trafficking and protect the underwater heritage which is, to a large extent, movable; the application of the 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, the UNIDROIT Convention of 1995 and the 2001 Convention on the Protection of the Underwater Cultural Heritage will thus continue to be promoted. The operational component of the strategy will focus on LDCs, in particular in Africa, and countries in emergency situations as a result of conflict or natural disasters. Training activities will be conducted through category 2 institutes and the production of educational tools, *inter alia*; efforts will be made to strengthen professional networks and partnerships, to improve the educational content of museums and to support the development of a few visible projects. UNESCO will also endeavour, through the Intergovernmental Committee for Promoting the Return of Cultural Property to its Countries of Origin or its Restitution in Case of Illicit Appropriation, to promote international cooperation with a view to the return and/or restitution of cultural objects to their country of origin, and the strengthening, in developing countries, of the museums that house them. This will highlight the evolution of the role of museums as vectors of social cohesion and human and economic development. The 1954 Convention for the Protection of Cultural Heritage in the Event of Armed Conflict (The Hague Convention) and its two Protocols will be promoted among States Parties and the public. **[MLA 3]**

04015

The 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions constitutes another pillar of the activities for the promotion of cultural diversity, as conveyed by the contemporary dissemination instruments of cultural activities, goods and services. On this account, UNESCO will provide the Secretariat of the Convention, the governing bodies of which should, during the 2008-2009 biennium, define their main operational procedures; it will review any operational mechanism with similar objectives, such as the *Global Alliance for Cultural Diversity* or the *International Fund for the Promotion of Culture*. These activities will be coupled with the initiatives taken in the context of the

standard-setting instruments in the field of arts and cultural and creative industries (Universal Copyright Convention, *Florence Agreement* and its Protocol, Recommendation concerning the Status of the Artist), placing emphasis on the establishment and operation of two observatories, one concerning the fight against piracy, the other the protection of the right of artists and creators. The activities conducted will also be aimed at obtaining greater knowledge and more accurate measurements of the diversity of cultural expressions. To that end, UNESCO's international standards in the field of culture will be reviewed in close collaboration with the UNESCO Institute for Statistics (UIS), in particular those related to the creative industries and their impact on economic development. At the same time, UNESCO will pursue its efforts to create an environment conducive to the emergence of cultural and creative industries, particularly in developing countries, in specific fields in which UNESCO has recognized experience and expertise such as book production, translation, languages and multilingualism, crafts and design, endeavouring to promote South-South cooperation and best practices in these fields, in particular through the *Award of Excellence* (tried out with crafts and to be extended to other creative industries) and the development of experience exchanges within the Creative Cities networks. Particular attention will also be paid to supporting national initiatives to review policies encouraging arts education in schools – a direction that will be pursued in close cooperation by Major Programmes I and IV – and the organization of the next World Conference on Arts Education. Lastly, special emphasis will be placed on regional festivals as vehicles for integration and special forums for dialogue, reconciliation and social cohesion, in particular in Africa. In this context, the follow-up of the recommendations of the Khartoum Summit and of the Nairobi Plan of Action for Cultural Industries in Africa will be ensured. [MLA 4]

04016

Main line of action 1: Protecting and conserving immovable cultural and natural properties, in particular through the effective implementation of the World Heritage Convention

Expected results at the end of the biennium

Management of the World Heritage Centre improved to address rapidly and effectively the challenges in the implementation of the Convention.

Performance indicators:

- Organizational structure, staff requirements and rationalization of the Centre clarified;
- Internal Control Management system developed and instituted;
- Support to the World Heritage Committee and General Assembly of States Parties improved:
 - *Benchmarks: production and dispatch of documents completed within specified statutory time limits, and prompt and effective follow-up action taken on decisions.*

A more representative, credible and balanced World Heritage List, with particular reference to the Africa, Caribbean and Pacific regions.

Performance indicators:

- Increase in ratifications and inscriptions on the World Heritage List of under-represented or non-represented countries:

- *Benchmarks: 3 countries ratify the World Heritage Convention; 15 States Parties without tentative lists prepare and submit new tentative lists; 10 nominations submitted from under-represented regions and/or under-represented categories.*

World Heritage information, education and knowledge management tools developed, and the network of partners expanded.

Performance indicators:

- An integrated and comprehensive information system developed;
- Promotional, educational and awareness-raising activities undertaken:
 - *Benchmark: 6 major activities;*
- New partnerships established involving the public and private sectors:
 - *Benchmark: 6 partnerships.*

National capacities for the conservation and management of heritage properties strengthened , including for World Heritage in Danger and, in particular, in post-conflict and post-disaster countries and, in the African context, in cooperation with the African World Heritage Fund.

Performance indicators:

- States Parties officials and other stakeholders trained:
 - *Benchmark: at least 300 officials;*
- Operational projects implemented in post-conflict countries, in particular Afghanistan, Sudan, and Iraq, as well as in post-disaster situations and in African countries;
 - *Benchmarks: 10 projects; 5 courses with 50% representation of women;*
- Properties removed from the World Heritage in Danger List:
 - *Benchmark: 8 properties.*
- Inclusion of sites on the List of Cultural property under Enhanced Protection:
 - *Benchmark: 5 sites;*
- Meetings of the International Coordination Committees (ICCs).

Assistance provided for the future establishment of the Pacific World Heritage Fund.

Performance indicator:

- Progress made towards the establishment of the Pacific World Heritage Fund.

Sustainable tourism promoted and local communities empowered with regard to the management and conservation of World Heritage sites.

Performance indicators:

- Sustainable development projects implemented in different regions of the world;
- Effective partnerships established with other relevant United Nations, governmental and non-governmental organizations:
 - *Benchmark: 5 projects.*

World Heritage sites protected, through intersectoral action, against the impact of new global challenges

Performance indicator:

- Activities in the area of climate change, unsustainable tourism and internal migration undertaken through intersectoral action:
 - *Benchmark: 5 projects.*

Effective implementation of the 1954 Hague Convention and its two Protocols encouraged, notably after having provided increased support to the intergovernmental mechanism

Performance indicators:

- Ratification of The Hague Convention and its Two Protocols:
 - *Benchmark: 8 ratifications;*
- Meetings convened of States Parties to the Convention for the Protection of Cultural Property in the event of Armed Conflict and to the Second Protocol:
 - *Benchmarks: 2 meetings of the Committee for the Protection of Cultural Property; 3 meetings of States Parties to the First (1954) and Second (1999) Protocols;*
- Approval by the Conference of Parties of the “operational guidelines” of the 1999 Protocol.

04017

Main line of action 2: Safeguarding living heritage, particularly through the promotion and implementation of the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage

■ Expected results at the end of the biennium

Accession of Member States to, and implementation of, the Convention for the Safeguarding of the Intangible Cultural Heritage encouraged.

Performance indicators:

- Number of new ratifications:
 - *Benchmark: 25 ratifications;*
- Implementation of the Convention at the international level launched:
 - *Benchmarks: 3 statutory meetings organized; inscription of 15 elements on the lists established under the Convention; 20 safeguarding activities financed by the Intangible Heritage Fund established under the Convention.*

International cooperation and safeguarding capacities of Member States and communities strengthened.

Performance indicators:

- Action plans implemented and monitored in Member States:
 - *Benchmark: 20 safeguarding plans.*

- Transmission mechanisms in Member States reinforced:
 - *Benchmark: 5 transmission systems;*
- Identification and sharing of good practices:
 - *Benchmark: 5 examples in line with Article 18 of the Convention.*

Capacities for establishing inventories in Member States developed.

Performance indicators:

- Assistance provided for drawing up inventories:
 - *Benchmark: 15.*

Enhanced coordination between the 1972 and 2003 Conventions.

Performance indicators:

- Analysis of the complementarity and differences between the two Conventions:
 - *Benchmark: 2 expert meetings organized by the cooperating secretariats of the two Conventions;*
- Pilot projects initiated for holistic safeguarding and coordinated preservation of the tangible and intangible heritage of communities:
 - *Benchmark: 2 pilot projects.*

Linguistic diversity enhanced, in particular by supporting oral traditions.

Performance indicators:

- Safeguarding of endangered languages oral traditions;
 - *Benchmark: 3 safeguarding projects.*

04018

Main line of action 3: Enhancing the protection of cultural objects, the fight against illicit trafficking in them, and the development of museums, particularly in developing countries

■ Expected results at the end of the biennium

Accession of Member States to, and implementation of, the 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property encouraged.

Performance indicators:

- New States Parties to the Convention:
 - *Benchmark: 3 to 5 new States Parties;*
- preparation of national implementation plans:
 - *Benchmark: 4 national plans.*

Accession of Member States to the 2001 Convention on the Protection of the Underwater Cultural Heritage encouraged.

Performance indicators:

- Entry into force of the 2001 Convention;
- Training and awareness-raising activities carried out in Member States;
- Adherence of new States Parties to the Convention:
 - *Benchmark: 3 to 5 new States Parties;*
- preparation of national implementation plans:
 - *Benchmark: 4 national plans.*

National capacities for the legal and material protection and conservation of movable cultural property strengthened, including through efforts to combat the looting of cultural objects.

Performance indicators:

- Training in museum management and conservation of collections provided:
 - *Benchmarks: 12 customized training sessions with a focus on regional training institutions;*
- preparation and dissemination of inventories of collections:
 - *Benchmark: 12 inventories prepared; use of the Model Export Certificate by 8 additional countries;*
- development of museums through partnerships and international cooperation frameworks:
 - *Benchmark: 10 partnership frameworks established.*

Progress achieved in international efforts concerning the return and restitution of movable cultural property to its country of origin.

Performance indicators:

- Role of the Intergovernmental Committee for Promoting the Return of Cultural Property towards Countries of Origin or its Restitution in Case of Illicit Appropriation strengthened:
 - *Benchmark: mediation by the Committee in 3 new cases;*
- Dissemination of international debates on cooperation for restitution:
 - *Benchmark: at least 10 publications and major articles on the subject.*

Capacities for the development of heritage conservation practices and museum policies, particularly in developing countries, strengthened.

Performance indicators:

- Reinforcement of existing tools for sharing and disseminating information about and among museums:
 - *Benchmarks: 4 new multilingual publications in the Cultural Heritage Protection Handbook series; creation of websites for museums in LDCs;*
- Confirmation of *Museum International* as the main journal for international heritage conservation policies:
 - *Benchmarks: number of citations of the journal in bibliographies increased; dissemination of the journal and online consultation improved.*

Capacities of national museums as factors of social cohesion strengthened.

Performance indicators:

- Creation of community-based museums:
 - *Benchmark: five new museums.*

04019

Main line of action 4: Protecting and promoting the diversity of cultural expressions through the implementation of the 2005 Convention and development of cultural and creative industries

Expected results at the end of the biennium

Accession of Member States to the 2005 Convention and its implementation encouraged and related international mechanisms supported.

Performance indicators:

- Organs of the Convention, their operating rules and work programme put in place:
 - *Benchmark: 2 ordinary meetings and, if necessary, 1 or 2 extraordinary meetings of the Intergovernmental Committee and 1 Conference of Parties;*
- Number of ratifications obtained:
 - *Benchmark: 30 new ratifications;*
- International cooperation mechanisms developed and established:
 - *Benchmarks: International Fund for Cultural Diversity set up; synergy with International Fund for the Promotion of Culture developed; 14th statutory meeting of the Intergovernmental Committee of the Universal Copyright Convention organized; two observatories, one on the fight against piracy and the other on protection of the rights of artists and creators, established or developed.*

Original and innovative initiatives and partnerships to promote the cultural and creative industries promoted and the role of cultural activities in regional integration strengthened, in particular in developing countries.

Performance indicators:

- Arrangements for gathering existing information, data and statistics on cultural and creative industries improved:
 - *Benchmark: 1 UNESCO standard for measuring the impact of the creative industries on development ongoing;*
- Arrangements for encouraging innovative initiatives and partnerships:
 - *Benchmarks: 2 Awards of Excellence attributed in a cultural and creative domain other than craft; 6 cities from at least 3 regions admitted to UNESCO's Creative Cities Network; the framework agreements with artistic NGO's fully implemented; regional integration, in particular in Africa, promoted through cultural activities;*
- Promotion of artistic education as a vector of intercultural dialogue and mutual understanding in their education policies:

- *Benchmark: 3 activities realized in the context of 5 African festivals, fairs or shows and 3 festivals, fairs or shows in other developing regions; number of States having included in their educational curricula and educational policies arts education and the “Lisbon Roadmap for Arts Education”.*

Linguistic diversity enhanced, including by sharing best practices and providing advice for strengthening book and publishing policies and capacities, where applicable, including translations and wide dissemination.

Performance indicators:

- Consultations of instruments available on the Web, in particular the Index Translationum and realization of other methodological tools:
 - *Benchmark: 5% annual increase in average daily consultation and production of manuals or guides;*
- National languages recognized in national policies, publishing strategies and cinematographic production:
 - *Benchmarks: 3 countries and 3 publishing firms; sensitization to subtitling films in other languages than the original ones;*
- Initiatives to develop national legislation in cooperation with stakeholders in book production:
 - *Benchmark: 5 countries.*

Design, production and management capacities of master craftspeople, especially women, strengthened.

Performance indicators:

- Award of Excellence awarded in craft fields:
 - *Benchmark: 4 Awards of Excellence attributed in at least 2 regions;*
- Young women craftworkers and designers promoted internationally:
 - *Benchmark: 40 women and 60 young people through the Design 21 Social Network programme; participation of 60 women craftworkers in international events.*

Biennial sectoral priority 2: Promoting social cohesion by fostering pluralism, international dialogue and a culture of peace, as well as the central role of culture in sustainable development

04020

Promoting social cohesion in pluralistic societies is indissociable from the recognition of cultural diversity and its corollary, intercultural dialogue. This principle will guide UNESCO’s action, drawing also on UNESCO’s Plan of Action (2006) for intersectoral cooperation, which aims at enhancing reciprocal knowledge of cultural, ethnic, linguistic and religious diversity and recognizes the link between activities to promote the dialogue among civilizations, cultures and peoples and efforts to discourage extremism and fanaticism. The strategy will also contribute to the achievement of the goals of the International Decade for a Culture of Peace and Non-Violence for the Children of the World (2001-2010) and the related Programme of Action on a Culture of Peace. It will pursue the implementation of concrete, practical and sustained activities, taking into account the Recommendations in the Report of the High-level Group for the Alliance of Civilizations (2006), together with the positive results of relevant international or regional meetings or events, which should contribute to a renewed approach to intercultural dialogue. Particular emphasis will thus be placed on young people, descendants of migrants, particularly through the mobilization of UNESCO Chairs and

UNITWIN networks and the implementation of cooperation agreements with governmental and non-governmental organizations.

04021

Special efforts will be made to build the capacities of policy-makers and social actors along the following strategic lines: combating prejudice, developing intercultural skills, strengthening interfaith dialogue and highlighting shared values. These lines will be explored through subregional and/or international pilot projects such as the Routes (Slave Route, African Liberation heritage, Olive Tree Route and the “cultural corridors” initiative in South-East Europe), the educational use of the General and Regional Histories, by means of teaching materials and production of local audiovisual content, the consolidation of projects promoting intercultural dialogue, such as the Arabia Plan, dialogue in Central Asia, dialogue in the Caucasus, in the Great Lakes region in Africa, initiatives carried out together with indigenous peoples and also innovative arrangements such as using music to promote intercultural dialogue. [MLA 5]

04022

All of the efforts made under this Major Programme are ultimately aimed at ensuring that national policies and legislation give greater recognition to cultural diversity and dialogue as vehicles of development, equity and peace. UNESCO will therefore assist Member States in the formulation, revision and updating of their cultural policies, taking into account the links between cultural diversity, intercultural dialogue and sustainable development in an integrated approach, with particular attention to the needs defined by NEPAD, including gender equality, while reinforcing institutional, including legislative, capacities and those of policy-makers and culture professionals. This is intended to develop the cultural sector and integrate culture into all other development policies. In the same vein, UNESCO will develop and share conceptual and operational frameworks for policy formulation to elaborate a new cultural profile for countries at their request. UNESCO will place special emphasis on the use of the “Cultural Diversity Programming Lens” and cultural mapping, in cooperation with other United Nations agencies and national stakeholders, in its work to integrate the principles of cultural diversity more fully into sustainable development policies, legislation and activities. Action carried out in this connection will aim to provide assistance to Member States in adapting their policies to the challenges of globalization, in the spirit of the UNESCO Universal Declaration on Cultural Diversity. To this end, an intersectoral approach will be sought with a view to clarifying the principles underlying UNESCO’s approach to cultural diversity and intercultural dialogue (through in particular the mainstreaming of the standard-setting framework created in the field of culture, and on the basis of the work carried out in connection with the UNESCO *World Report on Cultural Diversity*) and then including these principles in national policies and legislation. The articulation between human rights and cultural diversity will receive special attention on the occasion of the 60th Anniversary of the Declaration of Human Rights.

The action carried out in this respect will encompass both sectoral policies for culture and other development policies, in particular in LDCs. To this end, UNESCO will help improve the capacities of policy-makers and national and international stakeholders (local elected officials, the academic world, the arts and the media, NGOs, foundations and the private sector) with a two-track approach: developing the cultural sector, in particular by meeting needs in terms of legislation, training for cultural administration and management of cultural institutions and resources, on the one hand; and ensuring that culture occupies its rightful place in all development policies, notably those concerning education, science, communication, health and the environment on the other.

As a key element in this strategy, UNESCO will strive to demonstrate at the country level, through evidence-based sector-wide approaches, that cultural diversity is a resource for development, understood not only in terms of economic growth, but also as a means to achieve a more satisfactory intellectual, emotional, spiritual and moral existence and to sustain biological diversity and the natural environment. This is intended to show that culture not only enhances the quality of life but also promotes innovation

and creativity while generating income and employment; with considerable and measurable social and educational benefits. Culture promotes innovation and creativity and it ultimately enhances the quality of life. The One United Nations approach at the country level offers a window of opportunity for advancing towards the goal of placing culture at the core of the development agenda. UNESCO will ensure that the principles of cultural diversity and intercultural dialogue are taken into account in joint programming exercises of the United Nations system and in national development plans, while contributing to the objectives of the International Decade for a Culture of Peace and Non-Violence for the Children of the World (2001-2010) and the Programme of Action for a Culture of Peace. [MLA 6]

04023

Main line of action 5: Promoting the understanding and development of intercultural dialogue and peace

■ **Expected results at the end of the biennium**

Understanding of the challenges emerging from the interaction between cultural diversity and intercultural dialogue.

Performance indicators:

- Theoretical and operational frameworks concerning the links between intercultural dialogue and cultural diversity developed:
 - *Benchmark: a policy document summarizing the various studies and reflections;*
- UNESCO Chairs, UNITWIN networks and other partners mobilized in favour of intercultural and in particular interfaith dialogue:
 - *Benchmark: 2 joint projects developed;*
- Theoretical and operational frameworks taken into account by various policy-makers, social partners and the United Nations system:
 - *Benchmark: implementation by 15 countries.*

The fight against cultural, ethnic and religious prejudices reinforced.

Performance indicators:

- Recommendations addressed to UNESCO in the Report of the Alliance of Civilizations implemented;
- Teaching material developed on the basis of UNESCO's General and Regional Histories and other intercultural projects such as the Slave Route and the Arabia Plan:
 - *Benchmark: 4 projects implemented; 1 database of good practices developed;*
- Partnerships, especially with associations of young people and the media, reinforced:
 - *Benchmark: 50 youth and media associations endorse principles and recommendations on intercultural dialogue.*

Main line of action 6: Mainstreaming within national policies of the links between cultural diversity, intercultural dialogue and sustainable development

Expected results at the end of the biennium

Principles of and methodological approaches to linkages between diversity, dialogue and development elaborated and disseminated.

Performance indicators:

- Frameworks developed to inform public policies on the linkages between cultural diversity, dialogue and development, based on existing legal provisions, more particularly the 1972, 2003 and 2005 Conventions and the UNESCO Universal Declaration on Cultural Diversity (2001), and on the work carried out under the Pathways into the Third Millennium programme:
 - *Benchmarks: a policy document with special emphasis on an integrated approach to cultural diversity;*
- Design and testing of “cultural profile” guidelines for policy formulation:
 - *Benchmark: testing in 4-8 countries;*
- Methodological tools such as the “Cultural Diversity Programming Lens”, the mapping of cultural resources and cultural indicators further developed:
 - *Benchmark: materials made available online.*

Early completion of the Draft UNESCO World Report on Cultural Diversity encouraged.

Performance indicators:

- Extensive dissemination of the World Report:
 - *Benchmarks: report published in 6 languages; official launches in different regions in the world; wide coverage of the World Report in the media; submission of the World Report to the United Nations General Assembly; extrabudgetary funding for other linguistic versions;*
- Recommendations of the World Report shared with relevant stakeholders:
 - *Benchmarks: attention given by Member States to the recommendations of the World Report; ministerial round table to discuss the report’s recommendations.*

Principles of cultural diversity and intercultural dialogue included in various development policies and in actions supporting the area of culture.

Performance indicators:

- Review of selected national policies to identify opportunities and gaps regarding the consideration of culture in development strategies:
 - *Benchmark: 5-10 reviews;*
- Principles of cultural diversity and intercultural dialogue taken into account in response to the objectives of the Second International Decade of the World’s Indigenous Peoples, the United Nations Decade of Education for Sustainable Development and International Decade for a Culture of Peace and Non-Violence for the Children of the World:
 - *Benchmark: 1 project carried out for each Decade.*

Institutional capacities in the cultural field strengthened through South-South and North-South-South cooperation.

Performance indicators:

- Mechanisms established on cultural policies for development at subregional and regional levels, in particular in Africa:
 - *Benchmark: 2-3 collaborative mechanisms;*
- Institutional capacities of policy-makers and local, national and international actors in a number of developing countries improved:
 - *Benchmarks: promotion of 8 cultural policies in relation to the achievement of the Millennium Development Goals; capacities of policy-makers and social actors strengthened in 8 countries.*

Contribution to joint United Nations country-level programming strengthened, with emphasis on the importance of cultural diversity in development.

Performance indicators:

- Participation in the implementation of the One United Nations approach, including the pilot and CCA/UNDAF roll-out countries, on the basis of an integrated approach to cultural diversity, by using existing legal provisions, more particularly the 1972, 2003 and 2005 Conventions and the UNESCO Universal Declaration on Cultural Diversity:
 - *Benchmark: joint operations of United Nations agencies in 12 countries;*
- New methodological tools such as the “Cultural Diversity Programming Lens”, mapping of cultural resources, and cultural indicators tested:
 - *Benchmark: testing in 10 countries;*
- Integrated approach to culture and development promoted and launched in common country programming exercises through the thematic window on Culture and Development of the UNDP/Spain MDG Achievement Fund:
 - *Benchmark: 18 Joint Programme Documents finalized and approved by the UNDP/Spain MDG-F Steering Committee.*

MP V

**Communication
and information**

Major Programme V

Communication and information

CI 1

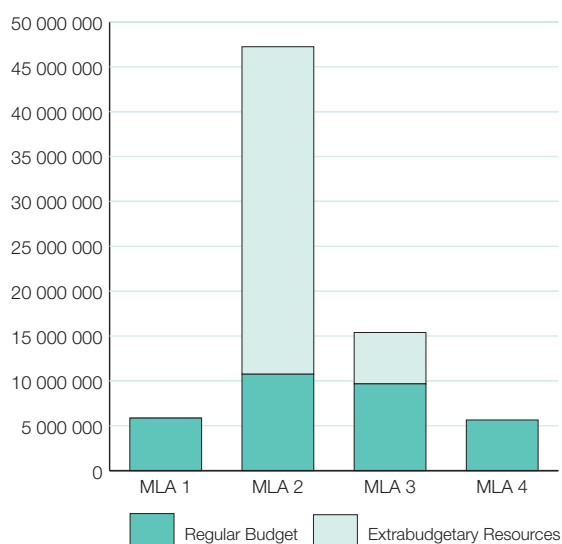
Main Line of Action	Regular Budget		TOTAL 34 C/5 Approved	Extrabudgetary ⁽²⁾
	Activities ⁽¹⁾	Staff		
	\$	\$	\$	\$
MLA 1 Promoting an enabling environment for freedom of expression and freedom of information	2 267 300	3 589 100	5 856 400	–
MLA 2 Fostering universal access to information and the development of infostructures	4 178 700	6 567 800	10 746 500	36 483 700
MLA 3 Promoting the development of free, independent and pluralistic media and community participation in sustainable development through community media	4 178 700	5 491 100	9 669 800	5 721 600
MLA 4 Strengthening the role of communication and information in fostering mutual understanding, peace and reconciliation, particularly in conflict and post-conflict areas	2 058 200	3 589 000	5 647 200	–
Total, Major Programme V	12 682 900	19 237 000	31 919 900	42 205 300

(1) Including HQs indirect programme costs for an amount of \$209,200.

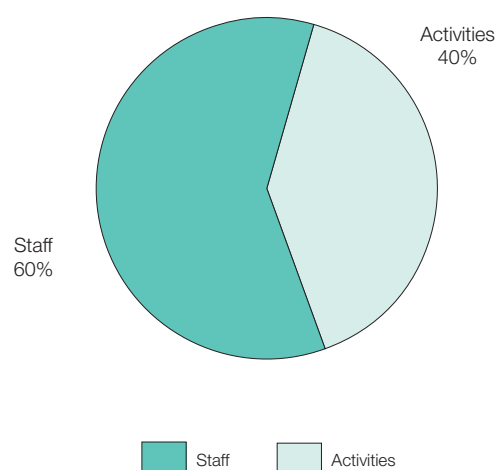
(2) Funds already received or firmly committed, including posts financed from FITOCA and/or other extrabudgetary funds (OPF).

Distribution of Resources

Total Resources



Regular Budget



DECENTRALIZATION OF REGULAR BUDGET						
Headquarters/Region	Activities		Staff		34 C/5 Approved TOTAL	
	\$	weight %	\$	weight %	\$	weight %
Headquarters	5 822 300	45.9	12 612 000	65.6	18 434 300	57.8
Africa	2 245 300	17.7	2 081 600	10.8	4 326 900	13.6
Arab States	873 200	6.9	1 124 800	5.8	1 998 000	6.3
Asia and the Pacific	1 995 800	15.7	1 765 700	9.2	3 761 500	11.8
Europe and North America	249 500	2.0	270 600	1.4	520 100	1.6
Latin America and the Caribbean	1 496 800	11.8	1 382 300	7.2	2 879 100	9.0
Total, Field	6 860 600	54.1	6 625 000	34.4	13 485 600	42.2
TOTAL (Headquarters + Field)	12 682 900	100.0	19 237 000	100.0	31 919 900	100.0

ESTABLISHED POSTS BY REGION, BY CATEGORY AND BY FUNDING SOURCE				
Headquarters/Region		34 C/5 Approved		
		ADG/D/P/NPO	GS/L	Total
Headquarters	<i>Regular Budget</i>	32	25	57
	<i>Extrabudgetary</i>	2	–	2
Africa	<i>Regular Budget</i>	11	–	11
	<i>Extrabudgetary</i>	–	–	–
Arab States	<i>Regular Budget</i>	5	–	5
	<i>Extrabudgetary</i>	–	–	–
Asia and the Pacific	<i>Regular Budget</i>	8	–	8
	<i>Extrabudgetary</i>	–	–	–
Europe and North America	<i>Regular Budget</i>	1	–	1
	<i>Extrabudgetary</i>	–	–	–
Latin America and the Caribbean	<i>Regular Budget</i>	6	–	6
	<i>Extrabudgetary</i>	–	–	–
Total, Field	<i>Regular Budget</i>	31	–	31
	<i>Extrabudgetary</i>	–	–	–
TOTAL (Headquarters + Field)	<i>Regular Budget</i>	63	25	88
	<i>Extrabudgetary</i>	2	–	2
	GRAND TOTAL	65	25	90

Major Programme V

Communication and information

05000

General Conference resolution 34 C/Res.48 for Major Programme V

The General Conference

1. *Authorizes* the Director-General:

- (a) to implement the plan of action for Major Programme V, structured around the following two biennial sectoral priorities and four main lines of action, with special emphasis on the needs of Africa, gender equality, youth, LDCs and SIDS as well as the most vulnerable segments of society, including indigenous peoples, in order to:

Biennial sectoral priority 1: Fostering free, independent and pluralistic communication and universal access to information

- (i) promote an enabling environment for freedom of expression and freedom of information, and to that end: maintain UNESCO's active involvement in World Intellectual Property Organization (WIPO) discussions on the treaty on the protection of broadcasting organizations to ensure that the objectives of promotion of freedom of expression and access to information and knowledge are not hindered; provide advisory services for the establishment of internationally recognized standards in this regard; sensitize governments and public institutions to freedom of information and access to public information as components of good governance; promote the defence of freedom of the press as a fundamental human right, through the celebration of World Press Freedom Day, the award of the UNESCO-Guillermo Cano World Press Freedom Prize, the protection of the lives and the rights of media and information professionals, as well as the monitoring of developments in this regard, especially regarding impunity; support the development of editorially independent public service broadcasting accountability, and ethical and professional standards in journalism;
- (ii) foster universal access to information taking requisite measures, given the fact that the growing concentration of ownership of media and information and communication technology tools could jeopardize the actual implementation of universal access, and to that end: assist in the formulation of national information policy frameworks, in particular within the framework of the Information for All Programme (IFAP); support the preservation of analogue and digital documentary information through the Memory of the World Programme; establish policy frameworks and international standards to increase information literacy; monitor developments and foster the exchange of best practices with regard to the ethical dimensions of the information society, building on the priorities of IFAP; foster international partnerships for enhancing universal access to information; encourage the development of knowledge societies;

- (iii) promote the development of free, independent and pluralistic media, and to that end: foster media independence and pluralism, in particular through the International Programme for the Development of Communication (IPDC); build the capacities of media professionals through enhancing the quality of media training institutions; foster community access to information to increase opportunities for non-formal education and inclusive participation in development and in management of social transformations;
- (iv) strengthen the role of communication and information in fostering mutual understanding, peace and reconciliation, particularly in conflict and post-conflict areas, and to that end: support peacekeeping operations and reconstruction efforts, including legal reform processes, through building partnerships with the United Nations system, professional organizations and media non-governmental organizations; support the development of institutional and human capacities for the sustainable development of free, independent and pluralistic media in post-conflict as well as post-disaster countries; promote the use of media and ICTs to facilitate dialogue, reconciliation and peace-building;

Biennial sectoral priority 2: Promoting innovative applications of ICTs for sustainable development

- (v) foster the development of infostructures, and to that end: support the formulation of strategies, policies and best practices for the professional management of information; develop new approaches to knowledge dissemination and utilization, including through free and open source software; develop strategies and practices for the use of ICTs in support of Education for All goals; support innovative use of ICTs for disseminating scientific knowledge and preserving cultural expression;
 - (vi) promote people's participation in sustainable development through communication media, and to that end: strengthen inter-agency cooperation in communication for sustainable development, and participate in the elaboration of strategies to that effect within the United Nations common country processes, bearing in mind that sustainable development requires media with professional and ethical standards recognized by the media professionals themselves; broaden civic participation in media and improve media literacy among users; foster learning opportunities and the promotion of science knowledge through media and ICTs;
- (b) to allocate an amount of \$12,682,900 for activity costs and \$19,237,000 for staff costs;

2. *Requests* the Director-General:

- (a) to implement the various activities authorized by this resolution, to the maximum extent possible through intersectoral platforms;
- (b) to report in the statutory reports on the achievement of the following expected results, including information on the cost-efficient use of human and financial resources, particularly in the areas of travel, publications and contractual services, for each of the results reported, following the principles of transparency, efficiency and rationalization:

Main line of action 1: Promoting an enabling environment for freedom of expression and freedom of information

- Awareness of freedom of expression as a basic human right increased and related internationally recognized legal, ethical and professional standards applied

- Public service broadcasting enhanced, and editorial independence and diverse and responsive programming fostered to facilitate good governance

Main line of action 2: Fostering universal access to information and the development of infostructures

- UNESCO policy framework for universal access to and preservation of information established
- International multistakeholder partnerships for enhancing universal access to information fostered
- Information management structures to support sustainable development strengthened
- Strategies and practices for ICTs in support of knowledge creation, acquisition and sharing in the fields of education, the sciences and culture developed, in consultation with the media

Main line of action 3: Promoting the development of free, independent and pluralistic media and community participation in sustainable development through community media

- Development of free, independent and pluralistic media fostered, particularly by increasing capacities of media training institutions to offer high-quality training
- Community radio and community multimedia centres fostered as catalysing tools for community “voice” and people-centred development
- United Nations inter-agency collaboration in communication for sustainable development strengthened
- Media literacy and civic participation in media enhanced

Main line of action 4: Strengthening the role of communication and information in fostering mutual understanding, peace and reconciliation, particularly in conflict and post-conflict areas

- Assistance provided to create an enabling environment for free and independent media, and to build the capacity of media and ICTs in countries in transition and post-conflict situations within the perspective of fostering governance and democracy
- Media and ICTs encouraged to contribute to building peace, facilitating dialogue, fostering cultural diversity, and safeguarding intangible memory

Addressing the needs of Africa

- Information policy frameworks for universal access to information established, and advice given for the adaptation of media laws to international standards
- ICT competencies of teachers at all levels, and capacities of media and training institutions to offer high-quality training increased, including through intersectoral cooperation
- Community radio and community multimedia centres fostered as catalysing tools for community “voice” and people-centred development
- Capacity of free, independent and pluralistic media to report according to professional standards, as established by journalists themselves, enhanced in post-conflict environments.

Major Programme V

Communication and information

05001

Biennial sectoral priorities for 2008-2009

Biennial sectoral priority 1:

Fostering free, independent and pluralistic communication and universal access to information.

Biennial sectoral priority 2:

Promoting innovative applications of ICTs for sustainable development.

International goals and commitments

Declaration of Principles and Plan of Action of the World Summit on the Information Society (WSIS 2003 and 2005).

United Nations Millennium Declaration.

Millennium Development Goals (MDGs), in particular MDG 1, MDG 2 and MDG 8, target 18 United Nations World Summit Outcome Document (2005).

Declaration of Belgrade on Assistance to Media in Conflict Areas and Countries in Transition (2004).

Declaration of Dakar on Media and Good Governance (2005).

Declaration of Colombo on Media, Development and Eradication of Poverty (2006).

Declaration of Medellin on Safety of Journalists and Impunity (2007)

Recommendation concerning the Promotion and Use of Multilingualism and Universal Access to Cyberspace (2003).

Charter on the Preservation of Digital Heritage (2003).

05002

Major Programme V “Communication and information” will be the leader in pursuing the overarching objective entitled **“Building inclusive knowledge societies through information and communication”**, and will provide the intersectoral lead for contributing to two strategic programme objectives of document 34 C/4: **“Enhancing universal access to information and knowledge”** and **“Fostering pluralistic, free, and independent media and infostructures”**. During the 2008-2009 biennium, the Communication and Information Programme will also contribute to the attainment of the other four overarching objectives of document 34 C/4.

05003

Information, communication and knowledge are at the core of human progress and development. The potential of communication and information to promote the Millennium Development Goals (MDGs) was recognized at the World Summit on the Information Society (WSIS) in 2003 in Geneva and 2005 in Tunis. The Geneva Plan of Action provides an international roadmap setting objectives to be achieved by 2015 and the implementation of the WSIS outcomes provide an essential frame for UNESCO’s action in communication and information, globally and at the country level, where priority will be given to the integration of media and ICTs in national development plans especially within United Nations common programming processes. The strategy is also based on the recommendations of the 2005 UNESCO World Report “Towards Knowledge Societies”.

05004

The free flow of information and knowledge is an essential element for ensuring people's participation in knowledge societies. Freedom of expression is a fundamental right for the promotion and attainment of other civil, cultural, economic, political and social rights and press freedom is part of the agenda for a human rights-based approach to development as elaborated in the United Nations Millennium Declaration and the MDGs and noted in the recommendations of the Colombo Declaration of 3 May 2006. Furthermore, as emphasized in the 2005 Dakar Declaration, independent and pluralistic media are essential for ensuring transparency, accountability and participation as fundamental elements of good governance and human rights-based development as is the right to freely access information held by public bodies as a vital component of good governance.

05005

The Organization will continue to monitor global trends and developments in the areas of communication and information at both the international and national levels; promote the development and application of global standards and encourage the implementation of existing standard-setting instruments, such as the Recommendation concerning the Promotion and Use of Multilingualism and Universal Access to Cyberspace and the Charter on the Preservation of Digital Heritage (both adopted by the General Conference at its 32nd session in 2003), which constitute the framework for UNESCO's action in these areas. Strong emphasis will also be placed at country level on building the capacities of media and information professionals in developing countries through strengthening professional training institutions, especially in Africa, LDCs and SIDS. Priority will be given to integrating information and communication components into national development plans, poverty eradication strategies and United Nations country programming exercises.

05006

The role of the Information for All Programme (IFAP) and the International Programme for the Development of Communication (IPDC) will be particularly important for mobilizing strategic partnerships and strengthening international cooperation. Efforts will be made to increase synergies with international mechanisms and regional initiatives, such as NEPAD, engaged in these areas, as well as in developing new alliances, promoting South-South cooperation and building coalitions including through the Organization's global facilitator role in the multi-stakeholders implementation of WSIS action lines and other similar initiatives.

05007

Addressing the needs of Africa

UNESCO's action will be guided by WSIS outcomes and AU/NEPAD priorities for the continent, in particular the African Regional Action Plan on the Knowledge Economy (ARAPKE). In this context, support will be given to initiatives aimed at raising awareness of the importance of freedom of expression and free, independent and pluralistic media for development and good governance. Advice will be provided for the formulation of policies and strategies for the development of media and infostructures, as well as for the integration of communication and information components as an integral part of national development plans.

Media and ICTs are important elements for enhancing participation in development processes and contributing to poverty eradication. Capacity-building of media and information professionals is critical for achieving these goals: the strategy will focus on (i) increasing the capacities of media and training institutions to offer high-quality training; (ii) improving accountability, ethical and professional standards in journalism; and (iii) providing training on investigative journalism for media professionals.

UNESCO will also contribute to fostering distance learning opportunities, including through collaboration between national broadcasting services and education institutions, and improving the opportunities for access to literacy and non-formal education, thereby contributing to the attainment of the Dakar EFA goals. Building on the CMC experience in Mali, Mozambique and Senegal, UNESCO will further encourage the establishment of community radio and community multimedia centres as catalyzing tools for community “voice” and people centred development. Africa will be the main beneficiary of the strategic partnerships for media and ICTs development set up at the international level to enhance access to information and knowledge.

In conflict and post-conflict countries, the Organization will support the development of free media and information systems, thus contributing to peace-building, reconciliation and dialogue.

Expected results at the end of the biennium

- Information policy frameworks for universal access to information established, and advice given for the adaptation of media laws to international standards.
- ICT competencies of teachers at all levels, and capacities of media and training institutions to offer high-quality training increased, including through intersectoral cooperation.
- Community radio and community multimedia centres fostered as catalysing tools for community “voice” and people-centred development.
- Capacity of free, independent and pluralistic media to report according to professional standards, as established by journalists themselves, enhanced in post-conflict environments.

05008

Gender equality/women’s empowerment

Media and ICTs can be a powerful catalyst for political and social and economic empowerment of women. Consequently the identification of the gender equality dimensions of ICTs – in terms of access, production and use – is an important step to devise strategies that would address capacity-building needs in this area in order to enhance employment opportunities for women and potential for women’s empowerment.

At the country level, UNESCO will assist Member States and other stakeholders to establish communication and information policies and practices that take into account the particular needs and potential contributions of girls and women. In line with WSIS Declaration of Principles and UNESCO’s gender equality policy and principles, the approach will be gender transformative and will focus on enhancing women’s empowerment and gender equality by ensuring their full participation in all processes of the development of their societies, especially at decision-making levels.

Capacity-building of women media professionals will be supported through strategic development of media institutions to offer high-quality and gender-responsive training. Special initiatives to assist women in cultural self expression and to promote gender responsive approaches will be encouraged in the context of efforts to increase the capacity of media and ICTs to foster cultural diversity, facilitate dialogue and safeguard intangible memory. Efforts to contribute to the empowerment of women by acquiring media skills to enable informed judgement of information sources and reliability of information – as well as to increase the opportunities for their contribution to information and knowledge pool – will be further encouraged in the context of community development and participation.

The plan of action for Major Programme V aims at the implementation of (i) the programme resolution adopted by the General Conference, the text of which is reproduced at the beginning of the major programme, as well as (ii) the resolutions related to specific items cited hereunder, the texts of which appear in Volume 1 of the Records of the 34th session of the General Conference:

- 49 First consolidated report to the General Conference on the measures taken by Member States for the implementation of the Recommendation concerning the Promotion and Use of Multilingualism and Universal Access to Cyberspace
- 50 Establishment of the Regional Centre for Information and Communication Technology in Manama, Bahrain, as a category 2 centre under the auspices of UNESCO

The plan of action also takes into account the recommendations of the General Conference concerning other draft resolutions (DRs) not retained for inclusion in the *Records of the General Conference*.

Biennial sectoral priorities

05010

The Communication and Information Programme will pursue a two-fold strategy articulated in two biennial sectoral priorities: “**Fostering free, independent and pluralistic communication and universal access to information**” (biennial sectoral priority 1 – principal priority); and “**Promoting innovative applications of ICTs for sustainable development**” (biennial sectoral priority 2). The Major Programme will also contribute to virtually all intersectoral platforms during the 34 C/5 period.

05011

Action will focus on the following four main thrusts: (i) promoting an enabling environment for freedom of expression and freedom of information; (ii) fostering universal access to information and the development of infostructures; (iii) promoting the development of free, independent and pluralistic media and community participation in sustainable development through community media; and (iv) strengthening the role of communication and information in fostering mutual understanding, peace and reconciliation, particularly in conflict and post-conflict areas.

05012

Promoting an enabling environment for freedom of expression and freedom of information – The promotion of freedom of expression is a fundamental principle for knowledge societies applying to both traditional and new media and cutting across all UNESCO’s areas of competence including academic, artistic and scientific freedoms. UNESCO will (i) provide advisory services for the establishment of internationally recognized legal standards for freedom of expression and freedom of information, including ensuring that Internet governance approaches are conducive to openness, freedom of expression, and transparency; and (ii) sensitize governments and public institutions to freedom of information and access to public information as a component for good governance and transparency.

The promotion and the defence of freedom of the press will be further reinforced as a fundamental universal human right including through the awarding of the UNESCO World Press Freedom Prize, supported by the Cano and the Ottaway Foundations, as an integral part of each year’s celebrations of World Press Freedom Day (3 May). Actions will seek to reinforce the rights and safety of journalists and international, regional, and local networks monitoring violations of freedom of expression and the follow-up hereto by national governments.

High ethical and professional standards are essential for journalists to make full use of freedom of expression and freedom of information. Action will raise awareness of media accountability, in particular for development of voluntary and independent self-regulatory mechanisms in cooperation with relevant media institutions and professional associations.

UNESCO will foster high-level advocacy to transform state broadcasting services into editorially independent entities and support initiatives for independent regulatory mechanisms to ensure that public service broadcasters are accorded high priority to perform their public service functions efficiently. Action will focus on strengthening public electronic media so that they can fulfill their cultural and educational role. UNESCO will encourage diverse cultural content in public service broadcasting programmes through support to programme exchanges and co-productions and the development of enabling audiovisual policies. The Organization will also encourage live parliamentary broadcasting as a public service to broaden democratic participation in governance. [MLA 1]

05013

UNESCO’s action to **foster universal access to information and the development of infostructures** will primarily consist in assisting Member States in establishing and implementing national information policy frameworks, building on the three priorities of the Information for All Programme (IFAP)

– “Information preservation”, “Information ethics” and “Information literacy”. Action will focus on preservation of analogue and digital documentary information within the framework of the Memory of the World Programme and on increasing global awareness on the ethical, legal and societal aspects of the applications of ICTs. Information literacy, the third priority of IFAP, will be given particular attention through the empowerment of users, to access information and knowledge and to participate in new forms of social networking and content provision on the Internet. Member States, particularly in Africa, LDCs and SIDS, and other stakeholders will be assisted to establish information literacy policies and practices, with special emphasis on young people and persons with disabilities. Underlying all actions will be the gender perspective, taking particular account of the needs of girls and young women. Other areas to be addressed are multilingualism in cyberspace, including South-South cooperation to deal with multilingualism issues in a regional context, and access to governmental public domain information.

UNESCO will facilitate international multi-stakeholder partnerships for fostering universal access to information and knowledge, in particular through the Information for All Programme. UNESCO will also act as the facilitator for the implementation of WSIS Action Lines C3 “Access to information and knowledge” and C10 “Ethical dimensions of the information society” and participate in multi-stakeholder dynamic coalitions addressing Internet Governance issues related to universal access to information. New strategic partnerships with the private sector will be sought to foster universal access. The Organization will continue to participate in the “Partnership on Measuring ICT for Development” to establish indicators for measuring progress in ensuring universal access to information and knowledge.

With regard to fostering the development of infostructures, UNESCO will seek to develop strategies, policies and good practices for the professional management of information – the so-called “infostructures” – building in particular on South-South cooperation. A main focus is to enable libraries to become key actors in knowledge societies. In this context, special attention will be given to the setting up of digital library services. Member States will be assisted in adapting their archives and records management strategies to the constantly evolving user needs. UNESCO will also assist the professional communities working in the area of information management to establish adequate information management standards, including metadata development and tools, and software solutions for information management. Professional capacity-building for information managers will be given a high priority.

Another area of action will be the development of new approaches to knowledge dissemination and utilization, particularly through new models of Open and Distance Learning (ODL) for life-long learning. The strategy will focus on fostering the use of ICTs in teaching and learning, including the establishment of standards to strengthen ICT competences for teachers and the development of strategies and best practices for integrating free and open sources software and open education resources in learning processes. UNESCO will act as facilitator for the implementation of WSIS Action Line C7 “E-learning”. A third focus will be on harnessing ICTs for facilitating access to scientific knowledge through enhanced integration of FOSS in science learning and access to Open Scientific Resources (OSR) in scientific research and on supporting innovative uses of ICTs in culture, particularly in the area of preservation of cultural expression. [MLA 2]

05014

UNESCO will continue to **promote the development of free, independent and pluralistic media and community participation in sustainable development through community media** as they are vital for people to make informed decisions and to ensure their meaningful participation in the democratic processes. Radio, television and print media continue to be key means for providing access to knowledge for a vast majority. The benefits new ICTs can bring reinforce this role through multiplatform delivery systems and interactive possibilities. This allows engaging audiences and significantly improving the services media can offer in this direction. Support to development of pluralistic media systems, in which public, private and community media plays complementary roles, including their ability to benefit from

new ICTs and capacity-building of media professionals, will constitute key elements of UNESCO's action.

The international assistance to media development will be mobilized primarily through media development projects funded by the International Programme for the Development of Communication (IPDC) with projects fostering plurality of media and diversity of ownerships, particularly in LDCs and SIDS. In this connection, UNESCO will facilitate the definition of development indicators to determine the media development needs in developing countries. At the country level, capacity-building of media professionals will be supported through establishment and strengthening of media training institutions to offer high-quality training, particularly in Africa. This includes setting criteria of excellence, provision of training facilities, training of trainers, development of training modules in disciplinary knowledge including popularizing science journalism. Training of women media professionals will be accorded a high priority within this strategic approach. UNESCO will also foster community access to information through community multimedia centres, particularly with a view to increasing the opportunities for non-formal education in Africa. Special attention will be given to the development of community radio with a view to facilitate "voice" of the marginalized groups in development discourse, and their active participation in the management of social transformations. As the principal global facilitator for WSIS Action Line C9 "Media", UNESCO will implement this action in close collaboration with multi-stakeholder partnerships it has developed over the years.

Promoting community participation in sustainable development through community media is critical for achieving the MDGs, especially MDG 1 – halving extreme poverty by 2015. Media plays an important role in accelerating sustainable economic and social development by providing vital information for people to understand related issues and through media's catalytic role in making people participate in the public debate and development discourse. UNESCO will foster inter-agency collaboration to promote an enabling communication and information environment for participation in people's centred development. To this end, the Organization will participate in the elaboration of strategies within United Nations common country programming processes.

Based on experiences gained from the Global Network of Young Television Producers on HIV/AIDS, the Organization will foster knowledge networks among media professionals to enhance understanding on sustainable development, particularly in collaboration with United Nations agencies and regional media organizations. Furthermore, media literacy initiatives will be supported to allow users to make informed judgement of information sources and reliability of information, and to broaden civic participation in media. Measures to increase the participation of women, youth and special needs groups in acquiring media skills will be accorded a high priority. UNESCO will also support national broadcasting institutions to establish collaborative actions to increase the outreach for distance learning programmes aimed at youth and based on multi-platform delivery possibilities and to offer high quality science education programmes. [MLA 3]

05015

UNESCO will continue its long-term programme actions to **strengthen the role of communication and information in fostering mutual understanding, peace and reconciliation, particularly in conflict and post-conflict areas**, and to develop and strengthen free, independent and pluralistic local media in post-conflict as well as post-disaster countries as a measure to consolidate peace, reconciliation and assist in reconstruction efforts. Action will seek to strengthen strategic partnerships with United Nations system partners, professional organizations and media NGOs. In Afghanistan, Côte d'Ivoire, Democratic Republic of the Congo, Iraq, Somalia, Sudan and other countries, UNESCO will work to sensitize and build relevant institutional and human capacity among governments, media professionals and civil society to put into practice principles of freedom of expression and freedom of information; provide technical assistance to and facilitate broad-based civic and human rights education. Support will be also

given to facilitate the development and establishment of independent professional associations, as well as advocacy and training to ensure journalists' conflict awareness and safety.

UNESCO will also assist media to play a constructive role in the post-conflict reconciliation process by promoting unbiased information, avoiding stereotypes and incitement to violence, in order to foster mutual understanding. Furthermore action will be undertaken to encourage cultural self-expression, dialogue, professional and news exchanges, media co-production and knowledge sharing. Measures to ensure the safeguarding of documentary heritage in post-conflict and post-disaster environments will be strengthened. Assistance will be provided to special humanitarian and information interventions by strengthening and building capacity among local media outlets to contribute to these efforts; and enhancing the capacity of local media and infrastructures to support integrated scientific efforts for disaster mitigation and preparedness. [MLA 4]

05016

Main line of action 1: Promoting an enabling environment for freedom of expression and freedom of information

Expected results at the end of the biennium

Awareness of freedom of expression as a basic human right increased and related internationally recognized legal, ethical and professional standards applied.

Performance indicators:

- Scope and impact of global and regional action:
 - *Benchmarks: 2 World Press Freedom days organized and 2 UNESCO-Guillermo Cano World Press Freedom prizes awarded; coverage of freedom of press issues in major national and international media; 4 regional networks monitoring press freedom and freedom of expression supported;*
- Freedom of expression and freedom of the press training at university and other educational levels, including professional “on-the-job” training:
 - *Benchmarks: higher education curricula on freedom of expression developed and distributed in universities, especially in Africa; training on investigative journalism for media professionals with special focus on the needs and contributions of women in 10 countries, of which at least 5 in Africa;*
- Legal frameworks on freedom of expression and freedom of information in line with international standards and self-regulatory mechanisms in cooperation with professional organizations:
 - *Benchmarks: media laws and provisions adopted in 10 countries; self-regulatory media accountability mechanisms supported in 5 countries; ethical and professional standards reinforced among at least 20 media organizations; codes of ethics adopted by at least 5 professional organizations;*
- International campaigns and capacity-building for safety of journalists and dangers of impunity:
 - *Benchmarks: translation of safety guides for journalists distributed in 10 countries, of which at least 6 in Africa; international campaign launched in collaboration with international professional organizations.*

Public service broadcasting enhanced and editorial independence and diverse and responsive programming fostered to facilitate good governance.

Performance indicators:

- Number of high-level advocacy initiatives resulting in recognition of the editorial independence of public service broadcasters:
 - *Benchmarks: at least 10 countries recognizing the editorial independence of public service broadcasters; educational, scientific and cultural programme dimensions enhanced in 6 countries;*
- Public service broadcasters that have adopted public accountability systems:
 - *Benchmark: public accountability systems for PSB introduced in at least 5 countries.*

05017

Main line of action 2: Fostering universal access to information and the development of infostructures

Expected results at the end of the biennium

UNESCO policy frameworks for universal access to and preservation of information established.

Performance indicators:

- Best practices for the preservation of documentary heritage:
 - *Benchmark: 30 new inscriptions on Memory of the World Register (MoW);*
- Awareness on ethical issues of the information society:
 - *Benchmarks: number of articles, publications and debates addressing these issues; international and national policies and guidelines tested in at least 1 country per region;*
- Access to information in governmental public domain:
 - *Benchmarks: online access to public and government-held records promoted especially in Africa and SIDS; "Policy Guidelines for the Development and Promotion of Governmental Public Domain Information" implemented in 3 regions.*

International multi-stakeholder partnerships for enhancing universal access to information fostered.

Performance indicators:

- Progress in the implementation of WSIS Action Plan and in multi-stakeholder Internet Governance mechanisms:
 - *Benchmark: number and diversity of stakeholders involved in WSIS implementation structures and in Internet Governance mechanisms;*
- International and national outreach of the Information for All Programme:
 - *Benchmarks: at least 5 national Information for All Committees established and/or reinforced; visibility and impact of programme enhanced;*
- Public-private partnerships in support of universal access to information:
 - *Benchmarks: 5 public-private partnerships established and operational; indicators for measuring development;*
- International partnerships for young people:
 - *Benchmark: participating members of INFOYOUTH programme increased by 20.*

Information management structures to support sustainable development strengthened.

Performance indicators:

- Countries assisted to establish appropriate frameworks for the professional management of information:
 - *Benchmark: information management issues included in United Nations country programming documents;*
- Strategy and action plans established for libraries and archives to become key actors for building knowledge societies:
 - *Benchmarks: 5 national strategies formulated to strengthen the role of libraries and archives; 5 digital library services established.*

Strategies and practices for ICT in support of knowledge creation acquisition and sharing in the field of education, the sciences and culture developed in consultation with the media.

Performance indicators:

- Integration of ICTs in teaching and learning processes:
 - *Benchmarks: effective integration of ICTs in processes of teaching and/or learning in at least 2 regions; guidelines for ICT competencies of teachers and for digital learning objects distributed in all Member States;*
- Access to digital learning resources including Open Educational Resources:
 - *Benchmarks: 5 teachers' networks and communities of practice; regional digital repositories of educational resources established benefiting from South-South cooperation;*
- Access to high-quality digital scientific resources and tools:
 - *Benchmarks: multilingual platform for the sharing of open scientific resources accessed by users from at least 3 regions; agreements reached with publishers to facilitate access to state-of-the-art scientific research.*

05018

Main line of action 3: Promoting the development of free, independent and pluralistic media and community participation in sustainable development through community media

Expected results at the end of the biennium

Development of free, independent and pluralistic media fostered, particularly by increasing capacities of media training institutions to offer high-quality training.

Performance indicators:

- Media development projects funded through IPDC:
 - *Benchmark: at least 80 new projects, mainly in Africa and SIDS, are funded through IPDC;*
- Training institutions accepting agreed standards for journalism training curricula:
 - *Benchmarks: journalism training enhanced in 20 institutions, of which 8 are in Africa, adapting curricula standards developed with support of UNESCO; quality and gender responsiveness of training programmes increased with at least 30% women participants.*

Community radio and community multimedia centres fostered as catalysing tools for community “voice” and people-centred development.

Performance indicators:

- Community radio and community multimedia centres established through UNESCO support:
 - *Benchmarks: at least 10 countries with CMC/community radio in their media landscape; number of African countries with CMCs increased to 20;*
- Women’s active involvement in operations, content development and decision-making.
 - *Benchmark: at least 100 women trainers trained as facilitators in CMCs.*

United Nations inter-agency collaboration in communication for sustainable development strengthened.

Performance indicators:

- Programmes with United Nations Country Teams on communication for development:
 - *Benchmark: CCA/UNDAF papers in at least 10 countries integrating communication for sustainable development issues and relevant strategies;*
- Journalists’ networks on science journalism and sustainable development issues:
 - *Benchmark: at least 4 regional networks facilitated through partnerships.*

Media literacy and civic participation in media enhanced.

Performance indicators:

- Partnerships established to promote media literacy:
 - *Benchmark: at least 10 partnerships;*
- Media literacy introduced in teacher training:
 - *Benchmark: media literacy manual used by teacher trainers in at least 10 countries.*

05019

Main line of action 4: Strengthening the role of communication and information in fostering mutual understanding, peace and reconciliation, particularly in conflict and post-conflict areas

Expected results at the end of the biennium

Assistance provided to create an enabling environment for free and independent media and to build the capacity of media and ICTs in countries in transition and post-conflict situations within the perspective of fostering governance and democracy.

Performance indicators:

- Transition countries assisted in developing legislative frameworks conducive to freedom of expression and active participation of all relevant stakeholders:
 - *Benchmarks: independence by law of media outlets and access to information enhanced; journalistic professionalization strengthened in at least one third of countries with peacekeeping/peace-building operations;*

- Strategic partnerships with United Nations system agencies, media organizations and donors:
 - *Benchmark: at least two meetings for the international strategic partnership on assistance to media in post-conflict situations organized.*

Media and ICTs encouraged to contribute to building peace, facilitating dialogue, fostering cultural diversity and safeguarding intangible memory.

Performance indicators:

- Capacity-building initiatives for improving journalistic standards organized in post-conflict countries:
 - *Benchmarks: independent media associations created in at least 5 post-conflict countries; training in professional and ethical standards, on conflict-sensitive reporting with a special focus on gender perspective and on media management implemented in 10 post-conflict environments, including those with United Nations peacekeeping operations;*
- Dialogue initiatives facilitating training, exchange, and joint production projects in post-conflict areas with a special emphasis on marginalized groups:
 - *Benchmark: exchange and dialogue initiatives promoted in 30 countries with a special emphasis on marginalized groups.*

UNESCO Institute for Statistics

**Field – Management of
decentralized programmes**

**Summary of
intersectoral platforms**

B. Participation Programme

**C. Programme-related
services**

UNESCO Institute for Statistics (UIS)

UIS

	Regular Budget		34 C/5 Approved	Extrabudgetary Resources
	Activities	Staff		
	\$	\$	\$	\$
Financial allocation ⁽¹⁾	9 020 000	–	9 020 000	–

(1) The amount for UIS represents the financial allocation from the regular budget and might be subsequently used for financing activities and/or staff. The institute may also receive directly other extrabudgetary funds which are not included in this table.

06000

General Conference resolution 34 C/Res.51 for UIS

The General Conference,

Taking note of the reports of the Governing Board of the UNESCO Institute for Statistics (UIS) for 2006 and 2007,

Also taking note of the Evaluation of the UNESCO Institute for Statistics of February 2007 by the Internal Oversight Service,

1. *Requests* the Governing Board of the UNESCO Institute for Statistics to focus the Institute's programme on the following priorities, with special emphasis on the needs of Africa, gender equality, youth, LDCs and SIDS as well as the most vulnerable segments of society, including indigenous peoples:
 - (a) to improve the relevance and quality of UNESCO's international database by developing new statistical concepts, methodologies and standards in education, science, culture and communication, by promoting the collection and production of quality statistics and indicators in a timely manner, and by strengthening communication with Member States and cooperation with field offices and partner agencies and networks;
 - (b) to undertake the revision of the International Standard Classification of Education (ISCED) in view of the major changes that have taken place in the adaptation and structuring of education systems since the last revision, with a view to its finalization during the 2010-2011 biennium;
 - (c) to contribute to building national statistical capacity by working with development agencies to disseminate technical guidelines and tools, to train national personnel, and to provide expert advice and support to in-country statistical activities;
 - (d) to support the development of policy analysis in Member States by training in analysis, by conducting analytical studies in partnership with international specialists, and by disseminating best practices and analytical reports to a wide audience;
 - (e) to strengthen the position of the UNESCO Institute for Statistics within the international statistical landscape by looking for and/or intensifying cooperation with other relevant

international organizations, including the Organisation for Economic Co-operation and Development (OECD) and the Statistical Office of the European Communities (Eurostat); with respect to education, this implies that the work on ISCED needs to be emphasized;

2. *Authorizes* the Director-General to support the UNESCO Institute for Statistics by providing a financial allocation of \$9,020,000;
3. *Invites* Member States, international organizations, development and donor agencies, foundations and the private sector to contribute financially or by other appropriate means to the implementation and expansion of the activities of the UNESCO Institute for Statistics;
4. *Requests* the Director-General to report in the statutory reports on the achievement of the following expected results, including information on the cost-efficient use of human and financial resources, particularly in the areas of travel, publications and contractual services, for each of the results reported, following the principles of transparency, efficiency and rationalization:

Main line of action 1: Improvement of the UNESCO cross-national statistical database

- Data quality and timeliness systematically reported on and improved
- Literacy historical data series reviewed and data quality improved
- Quality of literacy data improved as a result of the integration of assessment and dichotomous literacy data
- 2006 research and development data released
- New research and development survey launched in 2008
- Data from 2006 press and broadcast surveys released in 2007
- New press and broadcast surveys launched in 2008

Main line of action 2: Development of new methodologies, standards and indicators

- Quality of existing data improved
- Countries implementing the Literacy Assessment and Monitoring Programme (LAMP) provided, for the first time, with an accurate assessment of the literacy skills levels of their populations
- Measurement of non-formal education and its contribution to Education for All (EFA) improved
- Quality of existing research and development data improved, and number of countries providing data to the UNESCO Institute for Statistics increased
- Data on the mobility of doctoral holders, highly skilled people and their research increased
- Availability of international data on innovation broadened
- Assistance to developing countries, especially in Africa, encouraged
- Coherent framework for specification and collection of cultural statistics established
- New indicators and methodologies for priority sectors and themes of UNESCO cultural policy developed

Main line of action 3: Statistical capacity-building

- Collaboration with development agencies, line ministries and civil society improved
- Efficiency and cost-effectiveness for sector-wide programmes, and sustainability of development assistance enhanced
- Monitoring and evaluation of national and international goals strengthened
- Technical guidelines and tools developed and disseminated to Member States
- Operational strategy for data collection put in place
- Capacities of national and local officials to analyse education statistics improved
- Greater use of data leading to better resource allocation in Member States ensured
- Data made more pertinent to decision-makers
- Communications between ministries of education and national statistical offices improved
- Better quality of data received from countries in terms of comparability at the regional and global levels

Main line of action 4: Promoting the use and interpretation of evidence-based statistics for monitoring and to inform policy

- Programme of research and statistical analysis established, in collaboration with a network of research institutions and other organizations conducting monitoring and statistical analysis of policy issues
- Regional reporting on areas of the UNESCO mandate ensured
- Policy-relevant statistics and data widely disseminated
- Analytical UNESCO Institute for Statistics capacity in support of Member States improved
- Research on user satisfaction undertaken.

06001

High-quality, timely and relevant data and statistics are of vital importance in national and international development efforts. Yet, providing high-quality data in all of UNESCO's domains and across all countries is a significant and complex task. The UNESCO Institute for Statistics (UIS) has made major strides in improving the level of integrity and transparency of international statistical systems for education and will focus on improving the quality and timeliness of these data. A strategy for the collection of data on science and technology has been developed and will feed into new initiatives. The needs for data on culture and communication have also been assessed and UIS is, together with partner agencies, developing a programme of work in these key areas.

06002

Improving the quality of data depends critically on the capacities of national statistical systems which are at different stages of development and vary considerably. In some countries, the ability to collect and produce statistics on education, science and technology, culture and communications is still very limited. Thus, the engagement strategy for UIS must be tailored to each country's needs, and ways are being explored to raise incentives and opportunities for national statisticians to provide better data.

As well as meeting national statistical needs, it is also critical to ensure that national statisticians have the resources and understanding to transform their data into cross-nationally harmonized data. To this end, UIS is involved in developing new statistical concepts, methodologies and standards, while promoting standardization in the collection and production of quality statistics and indicators.

06003

UIS not only provides global data and indicators but also conducts its own studies and analyses. UIS staff interpret the data from the Institute's own cross-national database and integrate them with material from other sources. UIS also works directly with Member States to support data analysis and the communication of results. Overall, UIS provides regular reports such as the Global Education Digest, regional reports, country profiles, indicator maps, bulletins and contributions to the Education for All (EFA) Global Monitoring Report. The Institute's thematic and methodological analyses focus on secondary education, education finance, the results of the World Education Indicators (WEI) school survey, methodology for the Literacy Assessment and Monitoring Programme (LAMP), world heritage, brain drain and the estimation for missing data.

06004

The plan of action of UIS aims at the implementation of resolution 51, the text of which is presented at the beginning of this section, as well as of resolution 20 relating to the International Standard Classification of Education (ISCED), the text of which appears in Volume 1 of the Records of the 34th session of the General Conference.

Strategy

06005

UIS will improve the timeliness, coverage and quality of the cross-national databases. UIS will disseminate information about the methods and procedures which have been employed to produce the data, and it will communicate the calendar for surveys highlighting key dates for the collection and release of data. Attention will be paid to the gender sensitivity of data, and opportunities will be taken to collect statistics in ways which identify inequalities in society. Three objectives will be pursued through MLA 1. Objective 1: Improved timeliness of reporting of education data will be achieved through greater coordination with ministries and official contacts as well as enhancements to internal processes and dissemination practices. Particular emphasis will be placed on improving data quality in current and historical data series. The data needs to monitor Education for All (EFA) and the Millennium Development Goals (MDGs) will be a high priority. Objective 2: Improved dissemination of science statistics. UIS will disseminate science data from the 2006 survey of research and development (R&D). A new collection of global R&D data will be undertaken in 2008. UIS will work to improve response rates and quality of all science and technology data. Objective 3: Enlarge the collection and dissemination of statistics concerning culture, communication and information. Data from the previous press and broadcast surveys will be released and new surveys launched during the biennium. In addition, UIS will launch new surveys on libraries and cinemas provided that sufficient funding is secured.

06006

As UNESCO and Member States refine programmes and develop new initiatives, UIS has a critical role to play in providing the appropriate statistical methodologies, standards and indicators needed to monitor progress towards policy goals. The MDGs are an important example of the importance of developing relevant benchmarks for monitoring progress. Three objectives will be pursued through MLA 2. Objective 1: Improve the classification and international comparability of education programmes. For UIS, the monitoring of progress towards EFA remains a key priority. The Institute will continue to introduce new methods to improve the quality of existing data by, for example, improving regional averages and estimates for the number of children out of school. UIS will also work towards the development of indicators for EFA Goal 3 (ensuring that the learning needs of all young people and adults are met through equitable access to appropriate learning and life-skills programmes covering non-formal education) and Goal 4

(achieving a 50% improvement in levels of adult literacy). UIS is now reviewing methodologies and classifications for non-formal education. For Goal 4, UIS will be implementing the Literacy Assessment and Monitoring Programme (LAMP). Objective 2: Adapt international science statistics standards to the needs of developing countries. UIS will continue to adapt current international standards for science statistics to the needs of developing countries, especially in Africa. For the Institute, research and development (R&D) data are the first statistical element to be taken into account by developing countries seeking to initiate programmes on science statistics. This is closely related to a project in which UIS and relevant partners develop and promote methodologies to monitor the careers of doctoral holders, researchers and other highly qualified people who significantly contribute to their countries' economic and intellectual progress. UIS will publish an advisory manual for developing countries which will cover the collection of R&D data and means of tracking doctoral holders and other highly qualified personnel. In addition, the Institute will begin to build a database of innovation indicators as part of the second phase of its science strategy. Objective 3: Create a new framework for cultural statistics to monitor emerging national and international policy issues. UIS will revise the 1986 UNESCO framework for cultural statistics, which will be the standard for international data collection incorporating such critical issues as cultural diversity. It will also include new themes in the statistical field, such as intangible heritage. In addition, UIS will develop thematic studies to support the policies and initiatives of UNESCO's Culture Sector. This may include pilot statistical collections on specific cultural issues and methodological work related to the World Heritage Centre and intangible cultural heritage.

06007

A particular goal is to help countries to build sustainable national capacities at institutional, technical and individual levels for the production and use of statistical information in UNESCO's domains. This supports and informs policy formulation and decision-making as well as facilitates the monitoring and evaluation of national and international goals. MLA 3 will pursue four objectives. Objective 1: Engaging stakeholders in effective partnerships for statistical capacity-building to improve long-term impact of development assistance to countries. There will be a specific focus on the least developed countries in sub-Saharan Africa, South-East Asia, the Pacific and Latin America and the Caribbean. Objective 2: Development and dissemination of technical guidelines and tools. Technical guidelines and tools are needed for Member States to meet the requirements for the monitoring of national and international goals. This involves the assessment of needs and the testing of methodologies and information systems in pilot countries; validation via feedback from countries, experts and stakeholders; and the dissemination of guidelines and tools. Guidelines and tools will be developed in a number of areas in education in response to the call under sector-wide approaches (SWAp) for the comprehensive monitoring and evaluation of the education sector, and in science and technology. Objective 3: Training of national personnel. Training will be provided in all aspects of the collection, production and use of data (including questionnaire design, data modelling and database design; data dissemination, and analysis and interpretation of data from different sources – administrative data, household surveys and assessments such as LAMP). This will be delivered in various ways: regional workshops, South-South exchanges, and participation in international statistical conferences. Objective 4: Providing expert advice and support to Member States to improve their capacity for production and use of statistics in UNESCO domains. Through regionally based staff and regional workshops, UIS will assist countries in the collection of cross-nationally harmonized data, through a greater understanding of national circumstances, direct contacts, liaison with countries, and technical assistance.

06008

Relevant and reliable statistics and indicators are essential to the development and formulation of sound policies and for determining appropriate targets and monitoring progress. Often data are under-exploited and under-utilized in decision-making processes. UNESCO will play a catalytic role in developing innovative approaches to statistical analysis and in spreading the practice of evidence-based policy-making. MLA 4 will pursue the cross-cutting goal to promote the use and interpretation of statistics by working in partnership with national statisticians, international specialists and others to use, interpret and analyse data.

Main line of action 1: Improvement of the UNESCO cross-national statistical database

Expected results – objective 1:

- Data quality and timeliness systematically reported on and improved;
- Literacy historical data series reviewed and data quality improved;
- Quality of literacy data improved as a result of the integration of assessment and dichotomous literacy data.

Performance indicators:

- Complete data submissions;
- Overall response rate to survey held or improved;
- Cleaned literacy data for 1990;
- Common presentation of literacy data from different sources in global reports.

Expected results – objective 2:

- 2006 research and development data released;
- New research and development survey launched in 2008.

Performance indicators:

- Availability of data on UIS website;
- Data collection activity undertaken with new R&D questionnaire;
- More complete data submissions;
- Overall response rate to survey held or improved as verified by UIS.

Expected results – objective 3:

- Data from 2006 press and broadcast surveys released in 2007;
- New press and broadcast surveys launched in 2008.

Performance indicators:

- Availability of data on UIS website;
- Data collection activities undertaken through UIS questionnaires and verified;
- Overall response rate to survey held or improved.

Main line of action 2: Development of new methodologies standards and indicators

Expected results – objective 1:

- Quality of existing data improved;
- Countries implementing the Literacy Assessment and Monitoring Programme (LAMP) provided, for the first time, with an accurate assessment of the literacy skills levels of their populations;
- Measurement of non-formal education and its contribution to Education for All (EFA) improved.

Performance indicators:

- Revised regional averages for education indicators;
- Successful implementation of LAMP in a range of different countries;
- Publication of draft methodology for statistical classification of non-formal education.

Expected results – objective 2:

- Quality of existing research and development data improved, and number of countries providing data to the UNESCO Institute for Statistics increased;
- Data on the mobility of doctoral holders, highly skilled people and their research increased;
- Availability of international data on innovation broadened;
- Assistance to developing countries, especially in Africa, encouraged.

Performance indicators:

- Improved item response on R&D surveys;
- Publication of R&D guidelines;
- Creation of innovation database.

Expected results – objective 3:

- Coherent framework for specification and collection of cultural statistics established;
- New indicators and methodologies for priority sectors and themes of UNESCO cultural policy developed.

Performance indicators:

- Publication of a revised framework for cultural statistics;
- New international data on key priority areas for culture.

06011

Main line of action 3: Statistical capacity-building

Expected results – objective 1:

- Collaboration with development agencies, line ministries and civil society improved;
- Efficiency and cost-effectiveness for sector-wide programmes, and sustainability of development assistance enhanced.

Performance indicators:

- Increased support for UNESCO's capacity-building activities from bilateral and multilateral partners;
- Increase in number of stakeholders taking part in sector-wide approaches.

Expected results – objective 2:

- Monitoring and evaluation of national and international goals strengthened;
- Technical guidelines and tools developed and disseminated to Member States;
- Operational strategy for data collection put in place.

Performance indicators:

- Better response rates to UIS questionnaires;
- Increase in number of countries using tools;
- Increase in number of countries responding to requests for data.

Expected results – objective 3:

- Capacities of national and local officials to analyse education statistics improved;
- Greater use of data leading to better resource allocation in Member States ensured;
- Data made more pertinent to decision-makers;
- Communications between ministries of education and national statistical offices improved.

Performance indicators:

- Number of national and regional statistical reports;
- Number of countries using statistics to monitor progress towards international goals;
- Use of indicators by policy-makers for planning purposes.

Expected result – objective 4:

- Better quality of data received from countries in terms of comparability at the regional and global levels.

Performance indicator:

- Improved rates of response to questionnaires by Member States.

06012

Main line of action 4: Promoting the use and interpretation of evidence-based statistics for monitoring and to inform policy

Expected results:

- Programme of research and statistical analysis established in collaboration with a network of research institutions and other organizations conducting monitoring and statistical analysis of policy issues;
- Regional reporting on areas of the UNESCO mandate ensured;
- Policy-relevant statistics and data widely disseminated;
- Analytical UNESCO Institute for Statistics capacity in support of Member States improved;
- Research on user satisfaction undertaken.

Performance indicators:

- Wider use of UNESCO statistics;
- Number of users supplied with data directly from UIS;
- Number of users on the online database;
- Number of countries where UNESCO is an active partner of national statistics authorities.

Field – Management of decentralized programmes

Field

	Regular Budget			Extrabudgetary Resources ⁽¹⁾
	Staff	Activities	34 C/5 Approved	
	\$	\$	\$	
Field – Staff	45 473 600	–	45 473 600	920 700

(1) Funds already received or firmly committed, including posts financed from FITOCA and/or other extrabudgetary funds (OPF).

DECENTRALIZATION OF REGULAR BUDGET		
Region	Staff	
	\$	weight %
Africa	11 547 800	25.4
Arab States	6 837 500	15.0
Asia and the Pacific	11 369 400	25.0
Europe and North America	5 194 400	11.4
Latin America and the Caribbean	10 524 500	23.1
GRAND TOTAL	45 473 600	100.0

ESTABLISHED POSTS BY REGION, BY CATEGORY AND BY FUNDING SOURCE				
Region		34 C/5 Approved		
		ADG/D/P/NPO	GS/L	Total
Africa	<i>Regular Budget</i>	28	74	102
	<i>Extrabudgetary</i>	–	–	–
Arab States	<i>Regular Budget</i>	17	39	56
	<i>Extrabudgetary</i>	1	–	1
Asia and the Pacific	<i>Regular Budget</i>	25	90	115
	<i>Extrabudgetary</i>	1	–	1
Europe and North America	<i>Regular Budget</i>	11	26	37
	<i>Extrabudgetary</i>	–	–	–
Latin America and the Caribbean	<i>Regular Budget</i>	22	66	88
	<i>Extrabudgetary</i>	1	–	1
Total, Field	<i>Regular Budget</i>	103	295	398
	<i>Extrabudgetary</i>	3	–	3
GRAND TOTAL		106	295	401

The General Conference

1. *Authorizes* the Director-General
 - (a) to carry out the planning and implementation of the Organization's programmes and actions at the country and regional levels through the Organization's network of field offices and to participate actively in joint United Nations initiatives at the country level;
 - (b) to allocate for this purpose an amount of \$45,473,600 for staff costs in the field offices;
2. *Requests* the Director-General to present a revised strategy for UNESCO's field presence at the country level.

Field offices plan and implement the Organization's programmes and actions at country and regional levels, and are accountable to the Sector ADGs for decentralized programme delivery, impact and performance results and for decentralized programme resources (finance and staffing).

They maintain close consultation with National Commissions, line ministries and other local partners and stakeholders, including representatives of civil society, for identifying priority areas of action of relevance to the respective Member States and designing regional, cluster and country strategies. In line with UNESCO's commitment to contribute to improved coherence and effectiveness of action by the United Nations system at country level (the One United Nations approach), they work closely with representatives of other United Nations organizations within the framework of the United Nations Country Teams (UNCTs), participating in common country-level programming exercises leveraging expertise in UNESCO's domains, both in countries where UNESCO is physically present and in countries where it has non-resident status. Field offices are responsible for mobilizing extrabudgetary resources in consonance with the Organization's strategic programme objectives and priorities, and in coordination with the United Nations Resident Coordinators at country level. They are also tasked with promoting the visibility of UNESCO's action in Member States.

The Bureau of Field Coordination (BFC) assures the overall coordination and management of the infrastructure, administrative and support services of the network of field offices and provides guidance on corresponding aspects of the One United Nations approach such as common services, alignment of administrative practices and, when appropriate, common premises. BFC supervises the Directors and Heads of offices who report to it on the use of operating and security costs and overall office and human resources management. Management and support staff are attached to BFC (see Part III.A – Field Management and Coordination).

Summary of intersectoral platforms

08000

The UNESCO Medium-Term Strategy for 2008-2013 (34 C/4), which provides the overall framework and direction for the biennial programme and budget, is conceived as a programme-based approach underlining the commitment to ensure coherence of the Organization's action involving all its programme sectors. Action is designed around specific and complex global challenges calling for the mobilization of all core expertise and competencies of the Organization. In this context, emphasis is given to a broadened intersectoral and interdisciplinary engagement as an integral part of the programming process. This engagement is reflected in the translation of the strategic programme objectives of document 34 C/4 into a limited number of biennial sectoral priorities and main lines of action in document 34 C/5. For each main line of action, document 34 C/5 then articulates strategies to address a number of thematic issues, both in sectoral and intersectoral approaches of different intensity.

08001

Intersectoral work holds particular promise for UNESCO in the context of the United Nations reform and may spawn added value in the application and translation at country level of the overall goals, commitments and principles agreed upon for the Organization at the global level. In implementing intersectoral work, particular attention will be given to the mobilization of partnerships and extrabudgetary resources to help increase and multiply the impact of action.

08002

Building on UNESCO's past experience with intersectoral work, both at Headquarters and at field level, including through the cross-cutting theme projects, the Organization will implement 12 intersectoral platforms during the 2008-2009 biennium that focus on key global challenges that require an interdisciplinary approach. Compared to the draft 34 C/5 document, second version, volume 2, two proposed intersectoral platforms will not be pursued, namely enhancing linkages between cultural and biological diversity as a basis for sustainable development, and development of a cross-sectoral programme for capacity-building. The intersectoral platform on enhancing linkages between cultural and biological diversity as a basis for sustainable development was suppressed because the Director-General decided that the substantive work initiated over the past biennia on this subject would be continued in close cooperation with the two sectors (MP II and MP IV) concerned, and therefore an intersectoral platform was not needed. The Director-General decided not to maintain a separate platform on the development of a cross-sectoral programme for capacity-building since it is a key modality of UNESCO and by necessity cuts across several other platforms. In this regard, capacity-building will be addressed and explicitly integrated in the strategies and expected results of at least six intersectoral platforms (3, 4, 6, 9, 10 and 11).

08003

New and flexible modalities have been put in place so that sectors involved in the platforms can effectively work together to jointly pursue commonly agreed objectives and expected results in order to enhance UNESCO's ability to adequately respond to the complex contemporary problems facing the world today.

As appropriate, the DDG and Lead Sector ADGs have been designated by the Director-General to direct the development and implementation of each platform. They are assisted by Platform Managers and Steering Committees who are to set the strategic orientation of the platforms and who will provide guidance, monitoring and reporting on progress achieved during the

2008-2009 biennium. Task teams/task forces of focal points from all concerned sectors at Headquarters and in the field, as well as from the relevant institutes, have also been established. They will have the responsibility of implementing the activities of the platforms. BSP has the responsibility for the overall coordination and technical backstopping of the platforms, and as such will provide guidance on the development and implementation of the platforms, ensuring that there are opportunities for the cross-fertilization of ideas and experiences among the platforms. Regular reports on the progress achieved in the development and implementation of the various intersectoral platforms will be provided to the Executive Board, starting with the 179th session (177 EX/Decision 25).

08004

Below follows a list of the 12 major platforms to be implemented throughout the 2008-2009 biennium:

1. Science education – with inputs from MPs I, II, III and IV;
2. HIV and AIDS – with inputs from all sectors;
3. Education for sustainable development – with inputs from all sectors;
4. Contribution to the implementation of the Mauritius Programme of Action for the Sustainable Development of Small Island Developing States (SIDS) – with input from all sectors;
5. Fostering ICT-enhanced learning – with inputs from MPs I and V;
6. Strengthening national research systems – with inputs from MPs I, II, III and V;
7. Languages and multilingualism – with input from all sectors;
8. Contributing to the dialogue among civilizations and cultures and a culture of peace – with input from all sectors;
9. Support to countries in post-conflict and disaster situations – with input from all sectors;
10. Priority Africa: coordinating and monitoring the plan of action to benefit Africa – with input from all sectors.
11. UNESCO action to address climate change – with input from all sectors
12. Foresight and anticipation – with input from all sectors

08005

Each of the 12 intersectoral platforms elaborate on strategies and objectives to be pursued, and expected results to be achieved through combined action and efforts by the concerned sectors and the indicative financial allocations identified for the platforms.

08006

Science education

This intersectoral platform aims at designing an improved model for science, technology, engineering and mathematics (STEM) education as well as related training of teachers. It will involve four sectors – ED, SC, SHS and CI – and two specialized education institutes, IBE and IICBA. It will build on existing activities assisting Member States in improving the quality and relevance of STEM education that is responsive to contemporary social, economic and cultural needs, and in enhancing learning outcomes at all levels. Specifically, UNESCO will identify priority needs and challenges, good policies and practices in Member States and, on these bases, will contribute to a strengthening of the capacity and knowledge base of policy-makers, curriculum planners, teacher trainers and teachers as well as of national and regional capacities for advanced training and university education, including teacher training at the university level in the basic sciences through the International Basic Sciences Programme (IBSP). The two category 1 science institutes, ICTP and UNESCO-IHE, as well as TWAS, will also contribute to the implementation of this platform.

The intersectoral platform will further contribute to the promotion of scientific literacy and public awareness of science, the preparation for scientific careers in the interest of poverty reduction and

sustainable development with special emphasis on youth and women in developing countries, as well as the promotion of research in science education that identifies gaps, informs practices and policies and conceptualizes Science and Technology Education.

Particular emphasis will be placed on (i) the development of national social and human science policies relevant to science, technology, engineering and mathematics teaching at secondary and higher education levels, particularly in the developing and least developed countries; and (ii) the elaboration and dissemination of educational materials for the teaching of the ethics of science and technology in higher education. Further action envisaged aims at providing access to high-quality digital scientific resources and tools; introducing science journalism as a special discipline within journalism education; and disseminating quality audiovisual content on scientific information through media.

Expected results at the end of the biennium

- Needs, priorities and challenges and good policies and practices in science, technology, engineering and mathematics (STEM) education identified in selected Member States through a comprehensive review of existing data and research on science education.
- National science, technology, engineering and mathematics (STEM) policies and programmes improved;
- Capacity and knowledge base of policy-makers, curriculum planners, teacher trainers and teachers for quality STEM education improved;
- National and regional capacities for advanced training and university education in basic sciences strengthened;
- STEM curricula integrated into teacher education as well as science journalism into journalism education;
- Ethical values related to the development, implementation and application of science and technology incorporated into teaching and learning;
- High-quality materials developed for science, mathematics and technology education;
- Understanding of and interest in scientific and technological issues, studies and careers increased among students, especially girls.

Indicative allocations by the following MPs: MP I \$200,000; MP II \$210,000; MP III \$200,000; and MP V \$150,000.

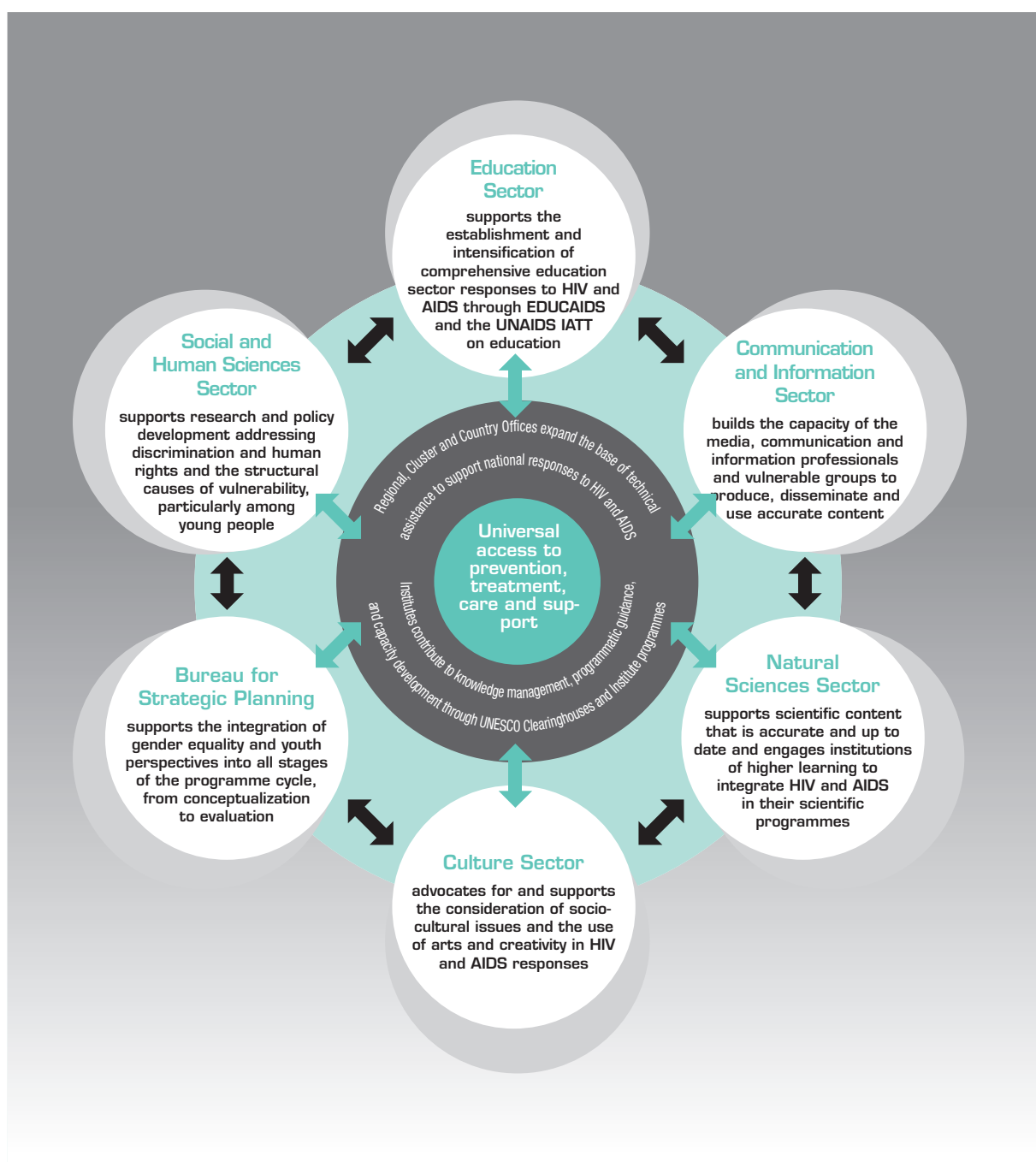
08007

HIV and AIDS

UNESCO is committed to contributing to the achievement of the MDG target on HIV and AIDS – namely, to halt the epidemic and have begun to reverse it by 2015. To this end, it is supporting efforts towards universal access by 2010 to comprehensive HIV prevention programmes, treatment, care and support. UNESCO is well placed in the United Nations system to address the complex challenges of this epidemic through a holistic approach involving all UNESCO sectors. UNESCO will continue to support improved coordination and harmonization, especially at the country level where the battle against HIV and AIDS constitutes a high-priority component of country programming, often also involving joint programme efforts by several United Nations entities and other partners.

The “HIV and AIDS” intersectoral platform involves substantial contributions from all five Major Programmes. UNESCO’s global coordination is based within the Education Sector. It has both an oversight function for all of UNESCO’s intersectoral work on HIV and AIDS and leads the Education Sector’s own response. The Global Coordinator represents all of UNESCO’s Sectors at UNAIDS meetings and has responsibility for reporting back to UNAIDS co-sponsors on agreed areas of work and outcomes. A monthly intersectoral AIDS Consultative Group brings all sectors and relevant services into regular dialogue. The graph below illustrates the components of UNESCO’s intersectoral work on HIV and AIDS (source: 2007 UNESCO Strategy on HIV and AIDS).

Four regional HIV and AIDS advisers – based at the UNAIDS team in Johannesburg and the others to be based in UNESCO regional and cluster offices in Bangkok, Moscow, and Santiago – will have a major role in developing programming within UNESCO’s strategy. This will include intersectoral programming, articulating and communicating UNESCO’s role and impact in HIV and AIDS work, generating further resources to support this work, and supporting national colleagues and partners.



UNESCO works closely with the UNAIDS Co-sponsors, which define commonly agreed outcomes and an agreed division of labour and ensure harmonized action at the country level. The areas in which UNESCO plays a “lead” or “main partner role” are:

- prevention for young people in educational institutions (lead role);
- HIV and AIDS governance and mainstreaming (main partner role);
- Strategic planning and human resource development (main partner role);
- HIV and AIDS workplace policies (main partner role);
- provision of HIV information and education in non-formal settings (main partner role);
- overall monitoring and evaluation (main partner role);
- dietary and nutritional support on HIV and AIDS (main partner role);
- addressing HIV among displaced populations (main partner role); and
- strategic information sharing and accountability (main partner role).

UNESCO receives for its activities a significant amount of extrabudgetary funds through the Unified Budget and Workplan (UBW) of UNAIDS. This funding already requires intersectoral financial and narrative reporting that can be used to contribute to the work of the intersectoral platform on HIV and AIDS. While the Education Sector receives the largest percentage of the UBW funding, nearly 40%, funding is also allocated to the other Sectors who undertake HIV/AIDS related activities.

HIV and AIDS is a priority for UNESCO and among the core priorities of the Education Sector (along with LIFE and TTISSA), in recognition of the fact that EFA is unachievable without addressing the impact of HIV and AIDS. UNESCO’s main focus is on EDUCAIDS, the UNESCO-led UNAIDS Global Initiative on Education and HIV and AIDS, which acknowledges the importance of comprehensive education sector engagement as part of the national response to HIV and AIDS. Through EDUCAIDS, UNESCO and its partners support countries to implement comprehensive, scaled-up educational programmes on HIV and AIDS that cover: content, curriculum and learning materials; educator training and support; policy management and systems; and that ensure quality and the full utilization of approaches and entry points, through both formal and non-formal education. Its aims are promoted through greater collaboration among UNAIDS co-sponsors and key stakeholders, including national authorities, ministries (education, social welfare, health, labour and others), bilateral agencies and civil society groups at the country level. The Education Sector prioritizes national education sector responses to HIV and AIDS at all levels, through all modalities and across the continuum from prevention to treatment, care and support as part of United Nations-wide efforts to move towards universal access to prevention programmes, treatment, care and support, and as indicated in the UNAIDS division of labour.

All Sectors/Major Programmes are contributing to strengthened educational sector policies and practices through: (i) capacity-building of scientists in universities and research institutions to work on HIV and AIDS and dissemination of scientific information; (ii) action against discrimination affecting persons affected with HIV/AIDS, in particular in the framework of the programme of action of the established regional Coalitions of Cities against Racism and Discrimination; (iii) the development of gender-sensitive and culturally sensitive responses; and (iv) the design and implementation of information and communication strategies that focus on prevention activities, capacity-building of information and media professionals, strengthening young people’s participation, and expanding the Global Network of Young TV Producers on HIV and AIDS.

Expected results at the end of the biennium

- Capacities of Member States, particularly in the education sector, enhanced to implement comprehensive and scaled-up responses to HIV and AIDS grounded on evidence-informed good policies and practices;
- Multidisciplinary responses by Member States to the HIV and AIDS pandemic in UNESCO's domains developed and supported, especially emphasizing gender-sensitive, culturally appropriate and non-discriminatory approaches and methods;
- Media-induced awareness of young people and youth organizations increased to the risks of HIV/AIDS infection.

Indicative allocations from the following MPs: MP I \$500,000; MP II \$50,000; MP III \$125,000; MP IV \$125,000; and MP V \$120,000.

08008

Education for sustainable development

UNESCO is the United Nations lead agency for the Decade of Education for Sustainable Development (2005-2014) and all Major Programmes will be involved in this intersectoral platform. In line with the DESD International Implementation Scheme and the UNESCO Action Plan for DESD, this platform will pursue thematic programmes, consisting of a set of interconnected projects and activities led by the various programme sectors and institutes. These activities will be coordinated by the Education Sector and guided by the Intersectoral Working Group for DESD. The substantive focus will be on capacity development of senior education decision-makers and planners in formal and non-formal education, curriculum and syllabus development officers, teacher education institutions, and providers of continuing professional development and adult and non-formal learning opportunities with a view to ensuring that the values, principles and content of sustainable development are integrated into learning and teaching processes.

Also with the involvement of the UNESCO-IHE Institute for Water Education, UNESCO will contribute to the design and launch of a comprehensive freshwater education programme to promote the management of a key resource in a sustainable manner. Moreover, biospheres reserves will serve as "Learning Laboratories for Sustainable Development". Efforts will be made to mobilize local and indigenous knowledge systems and experience and to integrate their potential contribution to sustainable development into national science policies.

Other action will focus on the articulation of the ethical dimensions and components of education for sustainable development, in particular environmental ethics, the responsibilities of scientists towards society, and the impact of emerging new technologies, particularly in the field of bioethics; the elaboration of teaching materials concerning the social pillar of sustainable development; and enhanced dialogue at international and interregional levels on emerging ethical and societal challenges to sustainable development.

The participation of local actors and the integration of principles of cultural diversity and intercultural dialogue into national policies, within the larger context of national development frameworks and common United Nations programming endeavours will constitute another priority area of action. For this purpose, frameworks, methods and tools will be developed, tested and shared pertaining to cultural heritage and creativity and accompanied by mapping of cultural resources. Good practice examples in the area of intercultural and interreligious dialogue will be identified and shared to demonstrate avenues

for a sustainable future. Finally, ESD will also be accompanied by dedicated communication for development components, especially at the country level in order to promote people's participation in sustainable development through community media.

Expected results at the end of the biennium

- National policies and programmes in support of ESD developed based on UNESCO guidelines, integrating principles of sustainability, cultural diversity and intercultural dialogue and setting forth dedicated communication for development components;
- ESD-relevant initiatives and projects in Member States scaled up and appropriate monitoring and assessment system pilot-tested;
- Quality education and training enhanced through the integration of dedicated ESD modules and their wide dissemination;
- ESD-related themes – including indigenous knowledge – integrated in curricula, teaching and learning materials and widely disseminated;
- Comprehensive freshwater education programme launched;
- ESD competencies of teachers, facilitators and non-formal education providers broadened;
- Networks for dissemination of innovative concepts and practices at the international, regional and national levels strengthened;
- World network of biosphere reserves activated as learning sites for sustainable development in different regions;
- Awareness of all stakeholders and their participation in sustainable development increased, including by providing access to community media facilities;
- Principles of cultural diversity and intersectoral dialogue introduced into a number of national policies.

Indicative allocations from the following MPs: MP I \$500,000; MP II \$200,000; MP III \$150,000; MP IV \$200,000; and MP V \$110,000.

08009

Contribution to the implementation of the Mauritius Strategy for the Sustainable Development of Small Island Developing States (SIDS)

As requested by 33 C/Resolution 3 of the General Conference, this intersectoral platform will involve all five Major Programmes and will provide the framework for UNESCO's contribution to the implementation of the Mauritius Strategy for the Sustainable Development of Small Island Developing States. This will build on the contribution made by the Organization to the International Meeting in Mauritius in such fields as the role of culture in the sustainable development of SIDS, youth visions for island living, communities in action, ocean and coastal management, and the civil society forum. Through this platform, UNESCO will pursue a strategy aimed at a holistic, integrated approach to sustainable island living and development with intergenerational and interregional perspectives.

UNESCO will contribute to the re-orientation of existing education in SIDS at all levels, both of a formal and non-formal nature, particularly to incorporate local and indigenous knowledge and to develop public awareness and understanding of sustainability. UNESCO will also focus on sustainable use of

terrestrial and marine biodiversity, natural disaster prevention and preparedness, freshwater management, enhancing synergies between local and scientific knowledge, knowledge sharing and dialogue including through Small Island Voice activities and internet-based forums that address climate change impacts and education. Furthermore, indicators and measurements will be developed to help incorporate social approaches into national strategies. Participatory mechanisms and community networks and partnerships will be strengthened and the integration of social transformation dimensions will be promoted, in particular on issues relating to youth, gender, and poverty eradication.

In addition, integrated heritage policies will be developed for SIDS through the platform, covering natural, cultural, intangible and movable heritage and contributing to World Heritage activities, both cultural and natural, on the islands in the Caribbean, the Atlantic, Indian and Pacific Oceans, which are under-represented on the World Heritage List. This will entail technical assistance for the preparation of nominations and capacity-building of staff and institutions. Activities will also build on the results of the 2007 Conference “Islands as Crossroads: Cultural Diversities in Small Island Developing States.”

Lastly, support will be provided for the development of community multimedia centres in SIDS, particularly in the Caribbean and the Pacific, as a platform for access to and sharing of information and knowledge and the delivery of services.

■ Expected results at the end of the biennium

- Interlinked environmental and sociocultural change in SIDS documented and policy frameworks, modalities and tools for sustainable island living identified, shared and applied within and across SIDS regions;
- Sustainable development issues integrated into educational programmes in SIDS ensuring awareness and a better understanding of the issues at stake;
- Local and indigenous knowledge recognized and reinforced in SIDS education and environmental management, including as a response to climate change;
- Knowledge base for assessing water resources, especially in SIDS, enhanced;
- Integrated heritage policies developed for SIDS, representation of heritage from SIDS on the World Heritage List improved, capacities for sustainable conservation and effective management of properties enhanced and intangible cultural heritage safeguarding plans developed;
- Information literacy and knowledge of sustainable development challenges and practices enhanced;
- Participatory mechanisms and community networks strengthened, with particular emphasis on youth participation.

Indicative allocations from the following MPs: MP I \$300,000; MP II \$300,000; MP III \$50,000; MP IV \$80,000; and MP V \$120,000.

Fostering ICT-enhanced learning

This intersectoral platform will involve two Major Programmes, Education and Communication and Information, working towards the inclusion of all learners through information and communication technologies, the reinforcement of quality education and training for all and lifelong learning through the innovative integration of locally relevant ICTs into teaching and learning processes. This shall include Open Access modalities by building communities of practice, global digital libraries and resource centres and digital learning objects. In general, the educational value of alternative and ICT applications shall be explored.

The two sectors agreed to demonstrate a model of intersectoral cooperation by applying a phased partnership-building strategy and by using technology to enhance efficient interaction, knowledge sharing and cooperation within UNESCO. The clarification of each Sector's role and effective modalities of cooperation shall bring about the emergence of an "intersectoral team of excellence" possessing truly complementary assets and skills and thereby contributing to building the right mix of human, institutional and technology bridges.

The strategy will focus on creating synergies, maximizing use of existing assets, avoiding duplication and reducing costs by enhancing collaboration with respect to ongoing activities. The potential of multipurpose community-based centres, such as Community Learning Centres (CLC) and Community Multimedia Centres (CMC) as knowledge providers and tools for development and poverty eradication will be maximized. In this context, new approaches will be devised which encourage lifelong learning opportunities, create and reinforce literate environments, foster income-generating activities and possibly train teachers.

The development of such new approaches to knowledge dissemination and utilization will include new models of Open and Distance Learning (ODL) benefitting life-long learning. The strategy will focus on fostering the use of ICTs in teaching and learning, including the establishment of standards to strengthen ICT competencies for teachers and the development of strategies and best practices, resources and capacities for integrating Free and Open Source Software (FOSS) and Open Educational Resources (OER) in learning processes. This platform will further underpin UNESCO's role as global facilitator for the implementation of the World Summit on the Information Society (WSIS) Action Line C7 "E-learning".

Expected results at the end of the biennium

- Capacity of ministries and quality of teacher training institutions strengthened to offer ICT-based teacher education, including through the introduction of ICT competency standards;
- Access to education and learning in Member States expanded through ICT tools;
- Information literacy, teacher training and lifelong learning opportunities expanded through multi-purpose community-based centres;
- Education/training "communities of practice" formed to build knowledge and access to open and diverse educational resources at all levels;
- Digital libraries of open educational resources (e.g. open courseware and digital learning objects) developed for quality life-long learning;
- Role of ICTs in support of Education for All goals reinforced.

Indicative allocations from the following MPs: MP I \$300,000; and MP V \$175,000.

Strengthening national research systems

This intersectoral platform involves four Major Programmes (I, II, III and V) and the UNESCO Institute for Statistics (UIS) and builds on the results of the 2004 and 2006 editions of the UNESCO Forum on Higher Education, Research and Knowledge. The Forum was established in 2000 following the 1998 World Conference on Higher Education and the 1999 World Conference on Science in order to strengthen research and knowledge management as a driver of economic and social development in Member States and for the pursuit of the MDGs, especially poverty eradication and sustainable development. The platform shall also draw on the contribution of the UNITWIN/UNESCO Chairs programme, the results of the UNESCO-supported policy dialogue and capacity-building for the formulation of national science, technology and innovation policies, the strengthening of research-policy linkages in the field of the social and human science policy elaboration, efforts to build knowledge societies and the implementation of relevant recommendations of the 2005 and UNESCO World Report on Towards Knowledge Societies.

The platform will aim at strengthening UNESCO's contribution to integrated approaches facilitating the creation and strengthening of national research systems, linked with the development and implementation of holistic science and innovation policies and a strengthening of higher education institutions, particularly in the least developed countries. It will also seek to identify and respond to national priority needs of developing and in particular least developed countries, with emphasis on the integration of national research systems and science policies into an overall national strategy for sustainable development. Furthermore, the platform will promote enhanced cooperation and networking with other United Nations entities, regional organizations, in particular the African Union, committed to a strengthening of science, technology and innovation strategies and the development of requisite national capacities.

Action will also seek to integrate the ethics of science and technology into the institutional framework of national research systems, in cooperation with national ethics and research committees, to monitor the contribution of national research systems to sustainable development, particularly of social development and to support research-policy linkages regarding social transformations and social development. Top priority will be given to Africa and action will be undertaken in collaboration with the MOST regional networks, relevant UNESCO Chairs, National Commissions, ISSC and regional social and human sciences consortia as well as entities such as CODESRIA in Africa and FLACSO and CLACSO in Latin America.

Expected results at the end of the biennium

- Research capacities in developing countries enhanced with a focus on the contribution of research to achieving the internationally agreed development goals, including MDGs and EFA goals;
- National research and knowledge management in science, technology and innovation strengthened and related capacities created and supported;
- Links between policy-making bodies, higher education and research institutions, and educational and developmental practices strengthened;
- Research capacities of UNITWIN/UNESCO Chairs in selected least developed countries enhanced, including through triangular North-South-South cooperation;
- Scientific research enhanced through integration of ICTs.

Indicative allocations from the following MPs: MP I \$100,000; MP II \$100,000; MP III \$350,000; and MP V \$50,000.

Languages and multilingualism

As a highly interdisciplinary domain, languages and multilingualism are strategic in regard to the essential challenges facing humankind. They lie at the very core of UNESCO's mission and objectives. Linguistic factors are essential for (a) developing effective citizenship empowerment and ability to participate in social and public life; (b) achieving EFA goals and knowledge transmission adapted to the culture, environment and needs of the learners; (c) the promotion of multilingualism, namely in creative industries; (d) the actual enjoyment of fundamental human rights, including the right to education, self-expression, benefiting from scientific progress and participation in cultural life. At the global level, UNESCO will advocate, support and monitor actions to promote the principles enshrined in or derived from the Organization's normative tools related to languages and multilingualism. At the local level, UNESCO will support the elaboration of coherent regional and national language policies and of measures aimed at a wider use of as many languages as possible in families and communities and in all domains of public life.

The platform will involve all five Major Programmes (I, II, III, IV and V) and will build on the intersectoral mid-term strategy elaborated by an intersectoral task force, set up in 2006. It draws on input from all Major Programmes as follows: MP I – contribution to national language policies and strategies, through multilingual education and the introduction of mother tongue in formal and non-formal education systems and literacy programmes; MP II: recognition of languages as vehicles for transmission of local and indigenous knowledge on issues related to natural resource management and sustainable development; MP III: enhancement of the human rights-based approach to issues related to languages and multilingualism, migrations, in particular in urban contexts and the roles of languages and translation in intercultural dialogue; MP IV: promotion of cultural and linguistic diversity and intercultural dialogue; preservation of endangered languages; and promotion of multilingualism, especially in creative industries; MP V: promoting pluralism and cultural diversity in the media and international information networks through the development of multilingual diverse content and policy advice for the inclusion of new languages in the cyberspace/digital world.

Expected results at the end of the biennium

- Local and endangered languages integrated into national linguistic policies;
- Multilingualism promoted in Member States through capacity-building for multilingual education in the context of lifelong learning;
- Vernacular languages promoted as vehicles for an enhanced transmission of local and indigenous knowledge;
- Multilingualism in cyberspace enhanced and cultural diversity and pluralism fostered through local language media;
- Observatory on multilingualism established providing information on and analysis of policies, strategies, good practices and research related to languages and multilingualism.

Indicative allocations from the following MPs: MP I \$100,000; MP II \$50,000; MP III \$30,000; MP IV \$220,000; and MP V \$210,000.

Contributing to the dialogue among civilizations and cultures and a culture of peace

This platform involves all five Major Programmes and will seek to mainstream intercultural dialogue in policies and actions, aimed at promoting mutual understanding – considered as a creative force for a sustainable future –, tolerance and respect and at creating the foundations for a culture of peace. It will develop tools based on good practices in intercultural dialogue.

The platform shall build on:

- the results of the programmatic outcomes and recommendations of the activities undertaken by UNESCO to promote the dialogue among civilizations, cultures and peoples over the past six years;
- key recommendations of the Report of the High-level Group of the Alliance of Civilizations of relevance for UNESCO;
- activities undertaken by UNESCO as lead agency for the Decade for a Culture of Peace and Non-Violence for the Children of the World (2001-2010);
- actions related to issues such as the mobilization of women and youth through and in favour of dialogue, education-migration linkages, the promotion of cultural diversity in specific societal contexts, interregional philosophical debates on shared values and perspectives, and the identification of emerging social and ethical issues; and
- the contribution of the UNESCO Chairs and UNITWIN networks in fields relevant for intercultural and interreligious dialogue and for a culture of peace.

The platform will benefit from inputs by all Major Programmes within the framework of five major themes approved by the Executive Board as a Plan of Action at its 174th and 175th sessions: (a) promoting reciprocal knowledge of cultural diversity (including ethnic, linguistic and religious diversity); (b) building a framework for commonly shared values; (c) strengthening quality and values education; (d) countering violence and extremism; and (e) fostering dialogue for sustainable development. These themes lend themselves to intersectoral action from a conceptual and policy point of view, and will be pursued also through broad-based partnerships at various levels.

Expected results at the end of the biennium

- UNESCO's international lead role strengthened as a thematic and multi-stakeholder forum for the pursuit of the dialogue among civilizations, cultures and peoples and the promotion of a culture of peace through all its domains at the regional and subregional levels;
- Competencies and skills for sustaining intercultural dialogue developed and integrated into regional and national education policies, curricula and teacher education programmes;
- Emerging challenges and obstacles to dialogue and a culture of peace identified, in cooperation with National Commissions, non-governmental and regional organizations;
- Quality and values education strengthened;
- Knowledge base of cultural, societal and scientific responses regarding water governance for sustainability enhanced;
- Management of water and other natural resources strengthened through the improvement of dialogue and dispute resolution techniques;

- Better understanding of the role of arts events – festivals, fairs and exhibitions – as vehicles for subregional and regional integration, factors in social cohesion and special forums for inter-cultural dialogue;
- Books in national languages, translation and multilingualism promoted as a means of fostering understanding;
- Dialogue and mutual understanding fostered through communication and information, including the production of materials in national languages;
- Participatory policies developed for the integration of youth in dialogue-related initiatives at the international and interregional levels, including enhanced networking and clearing-house actions.

Indicative allocations from the following MPs: MP I \$100,000; MP II \$100,000; MP III \$250,000; MP IV \$2,000,000 ; and MP V \$995,000.

08014

Support to countries in post-conflict and post-disaster situations

The platform, involving all five Major Programmes, will be the framework for assisting countries in post-conflict and disaster transitions by:

- providing upstream policy advice and capacity-building to restore national planning and management capacities to cope with challenges;
- supporting dialogue, confidence-building and reconciliation efforts, in particular by providing local and national policy-makers with evidence based research and analysis as well as with a platform for policy debate and dialogue to define reconciliation and reconstruction options and to reinforce national ownership;
- empowering local communities to participate in peace processes and in responding to their needs for access to critical information; and
- supporting professional communities according to their specific needs.

At the global level, UNESCO will advocate for the respect and protection of international standards in its domains. At the country level, the Organization's assistance will be part of the overall United Nations integrated response to humanitarian and post-crisis situations and it will seek to strengthen cooperation with regional intergovernmental organizations and develop strategic partnerships with NGOs and professional associations involved in peace-building efforts.

Action will be articulated around five main thrusts:

- reconstruction of education systems with the ultimate goal of realizing Education for All;
- providing advice and expertise in conflict resolution applied to natural resource management and to the integration of disaster prevention and mitigation efforts, in particular early warning systems into post-conflict and disaster responses;
- supporting the revitalization of in-country research facilities, policy formulation, implementation and monitoring in the various fields of the natural, social and human sciences;
- protecting damaged cultural and natural heritage, including emergency consolidation/rehabilitation of damaged cultural heritage sites and institutions as well as the safeguarding of endangered intangible cultural heritage;

- strengthening the role of communication and information in fostering mutual understanding, peace-building and reconstruction and promoting the development of institutional and human capacities for the development of sustained free, independent and pluralistic media.

■ Expected results at the end of the biennium

- Participation in United Nations integrated post-conflict and post-disaster responses ensured, in particular with respect to common needs assessments, OCHA consolidated appeals, strategic and programmatic frameworks as well as funding mechanisms;
- Effective post-conflict and post-disaster operations put in place, with proper infrastructures and administrative mechanisms;
- Advisory services provided on natural resources management and the revitalization of institutions in post-conflict and disaster-affected countries;
- Framework and strategies for the safeguarding and protection of damaged cultural heritage, including intangible heritage, developed with a view to sustaining peace and social cohesion processes;
- Post-trauma healing of children and youth through artistic and sports activities supported;
- Evidence-based analysis and tools provided to policy-makers, supporting cultural pluralism, intercultural dialogue, and reconciliation;
- Networks for media professionals promoted and professional standards and self-regulatory mechanisms in post-conflict environment enhanced;
- Capacity for media to report on peace-building, conflict resolution and disaster awareness enhanced;
- Cultural diversity, dialogue and intangible heritage promoted through media and ICTs.

Indicative allocations from the following MPs: MP I \$900,000; MP II \$240,000; MP III \$30,000; MP IV \$1,500,000 ; and MP V \$1,600,000.

08015

Priority Africa: coordinating and monitoring the plan of action to benefit Africa

The Priority Africa platform is intersectoral in the sense that it includes all the main lines of action that each programme sector as well as the institutes, centres and offices must implement as a priority in Africa.

It is interdisciplinary in as much as this overall intersectorality will be practised within and enriched by a framework of mutually reinforcing contributions from various disciplines, competencies and specialities.

It is cross-cutting because none of the issues with which it deals are intrinsically self-sufficient by their very nature, field or purpose, and they will need to be addressed and treated both diachronically and synchronically.

Lastly, the platform is unusual in that it is, by essence, regional. From this standpoint, while mindful of the singularity of situations and national levels of development, it will be concerned with the continent as a single entity, engaged in the construction of a unified policy and programme.

In this context, the platform will pay particular attention to the implementation of: (i) the Millennium Development Goals (MDGs); (ii) the recommendations of the 8th annual regional consultation of United Nations agencies working in Africa to support the African Union (AU) and NEPAD; (iii) the AU strategic action plans, including the first action plan (2008-2010) of the EU-Africa strategic partnership and the TICAD Framework; and (iv) the regional and subregional frameworks for action which contribute to the integration process, which is the ultimate goal of the African authorities and bodies.

In this respect, it will pay particular attention to the implementation of the Plan of Action for the Second Decade of Education for Africa, the African Education, Science and Technology Fund, the Linguistic Action Plan for Africa, the Action Plan for the promotion of Cultural Industries for Africa's Development, the decision on the link between education and culture, the NEPAD Environment Action Plan, the decisions on climate change and development in Africa (AU), the Science and Technology Consolidated Plan of Action, the outcomes of the world summits on the information society, the Solemn Declaration on Gender Equality (AU) and the decisions on African youth (AU), the marine environment and the African continental shelf (AU). Finally, it will place special emphasis on the ratification of standard-setting texts relating to UNESCO's fields of competence.

The implementation of the "Priority Africa" intersectoral platform will involve all the programme sectors as well as ERC/ARB (in relation to North Africa's involvement in the NEPAD process), BSP (as the unit responsible for the least developed countries (LDCs) – three quarters of which are in Africa – and the gender equality priority), BFC and regional, cluster and national offices in Africa. These will operate as nodal centres for cooperation with economic communities and subregional intergovernmental organizations, ERC/CFS and BB, with a view to mobilizing and making rational and complementary use of budgetary and extrabudgetary resources.

Evaluation of the priority given to Africa will also be made on the basis of contributions of the centres and institutes.

The platform will draw on the discussions and recommendations of the UNESCO Committee for NEPAD and FOSRASUN, as well as the perspectives offered by South-South cooperation and cooperation with the African diaspora.

It will seek to bring about synergies between the "Africa foci" existing within each thematic intersectoral platform. Finally, it will rely on the political and diplomatic support of the Africa Group.

Steering, coordination, monitoring, evaluation and oversight will be done with reference to the matrix to be filled in by the sectors, which recapitulates by main line of action, the expected results, performance indicators, countries and regions concerned, impacts in terms of contribution to the regional integration process and the corresponding budgetary and extrabudgetary allocations.

Expected results at the end of the biennium

- Programme and budget (34 C/5) to benefit Africa effectively implemented;
- Sectors helped to take account of the regional and subregional dimension in UNESCO's fields of competence;
- A coherent and measurable evaluation/report on Priority Africa obtained.

The indicative allocations for this platform will be reviewed by the Steering Committee.

UNESCO Action to address climate change

The intersectoral platform on climate change is conceived to support the implementation of the UNESCO Strategy to Address Climate Change that aims to develop an effective response to climate change and calls for action in all of the Organization's fields of competence. The Strategy recognizes that an integrated approach to climate change is essential to address the range of environmental, economic, social, educational, informational, gender, attitudinal and behavioural issues involved. The intersectoral platform on climate change will subsequently benefit from and further enhance UNESCO's potential to address interdisciplinary and cross-sectoral challenges; in line with the Medium-Term Strategy 2008-2013. The platform will take advantage of and facilitate collaboration among the over 40 already ongoing climate-relevant activities in all sectors of the Organization. This concerns especially the contributions to build the global knowledge base on climate change issues provided by UNESCO in the areas of oceanography, hydrology and ecological and earth sciences, as well as policy-relevant research on the human welfare dimensions of climate change. Examples of these dimensions are the impacts on the livelihoods of different social groups, on human settlements, and the prevention or management of climate-driven massive migrations. Improvements in the availability and sharing of such a knowledge base will greatly assist countries in developing long-term adaptation strategies and integrating these into national development/energy/poverty-reduction policies and plans.

More specifically, the activities of the intersectoral platform on climate change will focus on three major themes: (a) climate research and assessments, (b) monitoring aspects of climate change, and (c) adaptation and mitigation. In this framework, the intersectoral platform will maximize contributions from the Natural Sciences, Social and Human Sciences, Culture, Education and Communication Sectors to develop capacity-building and technical advice to design and implement evidence-based policies and projects at the local, national, regional and global levels, drawing on two principal pillars: (a) the sound and unbiased generation and use of data, information and research concerning climate change (the knowledge base); and (b) the application of educational tools, specific sectoral measures and public awareness activities. The intersectoral platform will then support the UNESCO strategy by assisting Member States to build and maintain a requisite knowledge base on climate change, help adaptation to the impacts of climate change, contribute to a mitigation of its causes, and strengthen sustainable development.

Expected results at the end of the biennium

- Enhanced scientific understanding of climate processes, drivers, and impacts for improved climate projections, with research and models scaled down to provide regional and subregional projections of climate change impacts;
- Improved understanding of the causes of vulnerability of social systems to climate change impacts, and the consequences of this vulnerability, in particular, social migrations and urban development;
- Increased Member State commitment to building and sustaining the Global Ocean observing systems for climates, including monitoring networks, coordination mechanisms, data systems and the creation of data products and information;
- Strengthened climate monitoring activities at UNESCO sites (Biosphere Reserves, World Heritage sites and Geoparks);
- Increased volume of and access to high-quality climate data and information for Member States, including regular analyses of needs, gaps and barriers;

- International agreement on priorities for implementation of global networks and development of policy-relevant information for observing the impacts of climate variability and change on ocean, freshwater, and terrestrial ecosystems and the biodiversity contained therein;
- Improved information on the impacts of climate change on World Heritage which will contribute to priority setting for management action;
- Improved understanding of climate change impacts and of adaptive capacities with particular emphasis on vulnerable societies, cultures, and ecosystems, including in World Heritage sites, Biosphere Reserves, and Geoparks;
- Increased use of integrated climate change adaptation measures and policies that respond appropriately to environmental, economic, cultural, social, gender, educational, attitudinal and behavioural factors;
- Enhanced education, training, and public awareness of climate change and its impacts, and strategies for adapting to change and mitigating its causes;
- Wider dissemination of knowledge and information on climate change, and to increase awareness of potential mitigation actions and strategies that elicit long-term behavioural change, especially through emphasis on environmental ethics, market mechanisms and dissemination of quality information through mass media that targets both women and men.

The indicative allocations for this platform will be reviewed by the Steering Committee.

08017

Foresight and anticipation

The intersectoral platform on foresight and anticipation is conceived to: (i) enhance the linkage between UNESCO's programme and policy priorities and foresight activities as defined in documents 34 C/4 and 34 C/5; (ii) choose themes of strategic relevance to UNESCO; and (iii) sharpen modalities for action that make a substantive impact.

All activities will be conceived and seen as a joint contribution to overarching objective 3 ("Addressing emerging social and ethical issues") and strategic programme objective 8 ("Encourage research on critical emerging ethical and societal issues"), as outlined in document 34 C/4. Also, Africa and gender equality, as the two global priorities of the new Medium-Term Strategy, will be given due emphasis and reflection when taking up virtually all subjects.

Activities will also be linked with UNESCO's sectoral programme priorities (34 C/5) and will build on the orientations and modalities of the current Foresight Programme. New thematic areas of reflection and discussion with demonstrable strategic value added for the Organization's endeavours will be identified and prioritized in order to enhance current programme implementation and development.

In response to Recommendation 2 of the Overall Review Committee of Major Programmes II and III, the platform will give a special focus to the sciences and exploring the impact of cutting-edge developments. Platform activities will be designed so as to strengthen the foresight capacities in regions and Member States, particularly in developing regions.

Activities will be developed that are linked with and respond to major events included in UNESCO's Plan of Communication that are of relevance to the Organization's mission. They will also tap into the potential networks and partnerships created and maintained by the sectors. In some cases, new partnerships will need to be developed in order to address new needs and new challenges and to reach out to new audiences in a creative and innovative manner. All activities will heighten the visibility and impact

of UNESCO's work by diversifying venues and employing effective communication tools, and applying knowledge management and networking.

Modalities for action will be sharpened through fora that allow for an exchange of ideas with high-level experts in the area of foresight and anticipation. This will offer the opportunity for UNESCO to build new partnerships with other organizations that are pursuing foresight activities, and to examine its priorities and approaches and to access and learn from new methodologies.

■ **Expected results at the end of the biennium:**

- Awareness of Member States, scientific and intellectual communities, the media, civil society, the public at large as well as Secretariat staff increased with regard to major future-oriented issues in priority fields of UNESCO as defined in documents 34 C/4 and 34 C/5 ;
- Anticipation of foreseeable trends and emerging challenges in UNESCO's fields of competence enhanced;
- Foresight capacities strengthened both in the Secretariat and in regions and Member States.

The indicative allocations for this platform will be reviewed by the Steering Committee.

II.B – Participation Programme

Unit responsible: Division of relations with Member States/
Participation Programme Section (ERC/RSC/PP)

PP

	Regular Budget			Extrabudgetary Resources ⁽¹⁾
	Staff	Activities	34 C/5 Approved	
	\$	\$	\$	
Participation Programme	–	18 800 000	18 800 000	–

(1) Funds already received or firmly committed, including posts financed from FITOCA and/or other extrabudgetary funds (OPF).

09000 **General Conference resolution 34 C/Res.52 for the Participation Programme**

The General Conference

I

1. *Authorizes* the Director-General:
 - (a) to implement the Programme of Participation in the activities of Member States, in accordance with the following principles and conditions;
 - (b) to allocate for this purpose an amount of \$18,800,000 for direct programme costs.

A. Principles

1. The Participation Programme is one of the means employed by the Organization to achieve its objectives, through participation in activities carried out by Member States or Associate Members, or by territories, organizations or institutions, in its fields of competence. This participation is designed to strengthen the partnership between UNESCO and its Member States and make that partnership more effective through a sharing of contributions.
2. Priority under the Participation Programme will be given to proposals for the benefit of least developed countries (LDCs), developing countries and countries in transition.
3. Requests shall be submitted to the Director-General by the Member States through the National Commissions for UNESCO or, where there is no National Commission, through a designated government channel.
4. The projects or action plans submitted by the Member States under the Participation Programme must relate to the activities of the Organization, in particular to the major programmes, interdisciplinary projects, the activities on behalf of Africa, least developed countries, youth and women and the activities of the National Commissions for UNESCO. The selection of the Participation Programme projects will particularly take into account the priorities defined by the governing bodies for UNESCO’s regular programme.

5. Each Member State may submit 10 requests or projects, which must be numbered in order of priority from 1 to 10. Requests or projects from national non-governmental organizations will come within the quota submitted by each Member State.
6. The order of priority laid down by the Member State may only be changed by the National Commission itself.
7. The international non-governmental organizations enjoying formal or operational relations with UNESCO, of which the list is established by the Executive Board, may submit up to two requests under the Participation Programme for projects with subregional, regional or interregional impact, provided that their requests are supported by at least the Member State where the project will be implemented and another Member State concerned by the request.
8. The deadline for submission of requests has been set for 28 February 2008, except for emergency assistance and regional projects.
9. The Secretariat shall advise Member States of the response by the Director-General to the requests within three months of the deadline of 28 February 2008.
10. *Beneficiaries.* Assistance under the Participation Programme may be accorded to:
 - (a) Member States or Associate Members upon request through their National Commissions or, where there is no National Commission, through a designated government channel, to promote activities of a national character. For activities of a subregional or interregional character, requests are submitted by the National Commissions of the Member States or Associate Members on whose territory they take place; these requests must be supported by at least two other National Commissions of participating Member States or Associate Members. For activities of a regional character, requests are limited to three by region and must be submitted by one Member State or a group of Member States. These requests must be supported by at least three Member States (or Associate Members) concerned and will not come within the quota (of ten requests) submitted by each Member State if they so wish; they will be evaluated and screened by the Secretariat in accordance with the procedure established for the processing of requests submitted under the Participation Programme;
 - (b) a non-self-governing or trust territory, upon the request of the National Commission of the Member State responsible for the conduct of the territory's external relations;
 - (c) international non-governmental organizations maintaining formal or operational relations with UNESCO as defined in paragraph 7 above;
 - (d) the Permanent Observer of Palestine to UNESCO, where the participation requested relates to activities in UNESCO's fields of competence in the Palestinian Autonomous Territories.
11. *Forms of assistance.* Assistance under the Participation Programme may comprise the provision of:
 - (a) the services of specialists and consultants, not including staff costs and administrative support;
 - (b) fellowships and study grants;
 - (c) publications, periodicals and documentation;
 - (d) equipment (other than vehicles);
 - (e) conferences, meetings, seminars and training courses: translation and interpretation services, participants' travel costs, the services of consultants, and other services deemed necessary by all concerned (not including those of UNESCO staff members);

- (f) financial contributions.
12. *Total amount of assistance.* Whichever of the above forms of assistance is requested, the total value of the assistance provided for each request shall not be in excess of \$26,000 for a national project or activity, \$35,000 for a subregional or interregional project or activity, and \$46,000 for a regional project or activity; the financial provision made by the applicant must be sufficient to implement the activity satisfactorily. The activity must be executed and all funds disbursed in accordance with the Financial Regulations of the Organization. The expenditures must be made according to the approved budget and any change thereto must be submitted to the Participation Programme Section for approval prior to expenditure.
13. *Approval of requests.* When deciding upon a request, the Director-General shall take into account:
- (a) the total amount approved by the General Conference for this Programme;
 - (b) the assessment of the request made by the relevant Sector(s);
 - (c) the recommendation of the Intersectoral Committee chaired by the Assistant Director-General for External Relations and Cooperation and responsible for screening the Participation Programme requests, which are to be in conformity with established criteria, procedures and priorities;
 - (d) the contribution that such participation can effectively make to the attainment of Member States' objectives in UNESCO's fields of competence and within the framework of the major priorities of the Medium-Term Strategy (C/4) and the Programme and Budget (C/5) approved by the General Conference, to which participation must be closely linked;
 - (e) the need to pursue a more equitable balance in the distribution of funds, by giving priority to the needs of developing countries and countries in transition, as well as those of Africa, the least developed countries, women and youth, which need to be mainstreamed throughout all programmes;
 - (f) the need to ensure that funding for each approved project is, as far as possible, allocated no later than 30 days before the date set for the start of the implementation of the project concerned, and in accordance with the conditions laid down in paragraph B.15(a).
14. *Implementation:*
- (a) The Participation Programme will be implemented within the biennial programme of the Organization, of which it forms an integral part. The implementation of a request is the responsibility of the Member State or other applicant. The request submitted to the Director-General must show specific scheduled commencement and termination dates for the implementation of projects, cost estimates and promised or expected funding from the Member States or private institutions.
 - (b) The achievements of the Participation Programme will be made more widely known with a view to the planning and implementation of the Organization's future activities. An evaluation of the Participation Programme's impact and results in Member States and its consistency with the objectives and priorities set by UNESCO will be carried out during the biennium. The evaluation reports, submitted after completion of each project by Member States, will be used by the Secretariat for this purpose. An evaluation may also be undertaken while the project is being carried out.
 - (c) The use of UNESCO's name and logo for the activities approved under the Participation Programme, in accordance with the directives approved by the governing bodies, will give this programme a higher profile when it is carried out at the national, subregional, regional or interregional levels.

B. Conditions

15. *Assistance under the Participation Programme* will be provided only if the applicant, when sending in the written requests to the Director-General, accepts the following conditions. The applicant shall:

- (a) assume full financial and administrative responsibility for implementing the plans and programmes for which participation is provided; in the case of a financial contribution, submit to the Director-General at the close of the project an itemized statement accounting for the activities executed and certifying that the funds allocated have been used for the implementation of the project, and return to UNESCO any balance not used for project purposes, it being understood that no new financial contribution will be paid until the applicant has submitted all the financial reports certified by the Secretary-General of the National Commission in respect of contributions previously approved by the Director-General and for which payments were effected prior to 31 December 2006, and which have been certified by the competent authority. Also, given the need for proper accountability, all the additional supporting documents necessary shall be kept by the applicant for a period of five years after the end of the biennium concerned and provided to UNESCO or the auditor upon written request. In certain exceptional cases or in unavoidable circumstances, the Director-General may decide on the most appropriate way to handle requests, provided that he duly informs the Executive Board;
- (b) undertake to provide on a compulsory basis, together with the financial report mentioned in subparagraph (a) above, a detailed evaluation report on the results of the activities financed and their usefulness for the Member State or States and UNESCO;
- (c) pay, where participation is accorded in the form of study grants, the cost of the grantholders' passports, visas, medical examinations and salaries while they are abroad, if they are in receipt of a salary; help them find suitable employment when they return to their countries of origin in accordance with national regulations;
- (d) maintain and insure against all risks any property supplied by UNESCO, from the time of its arrival at the point of delivery;
- (e) undertake to cover UNESCO against any claim or liability resulting from the activities provided for in this resolution, except where it is agreed by UNESCO and the National Commission of the Member State concerned that such claim or liability arises from gross negligence or wilful misconduct;
- (f) grant to UNESCO, with regard to activities to be carried out in connection with the Participation Programme, the privileges and immunities set out in the 1947 Convention on the Privileges and Immunities of the Specialized Agencies.

C. Emergency assistance

16. *Criteria for according emergency assistance by UNESCO.*

- (a) Emergency assistance may be accorded by UNESCO when:
 - (i) there are insurmountable circumstances nationwide (earthquakes, storms, cyclones, hurricanes, tornadoes, typhoons, landslides, volcanic eruptions, fires, droughts, floods or wars, etc.) which have catastrophic consequences for the Member State in the fields of education, science, culture or communication and which it cannot overcome on its own;
 - (ii) multilateral emergency assistance efforts are being undertaken by the international community or the United Nations system;

- (iii) the Member State requests UNESCO to provide emergency assistance, in accordance with (i) and (ii) above, in the fields of its competence, through its National Commission or an established government channel;
 - (iv) the Member State is prepared to accept the Organization's recommendations in light of the present criteria.
- (b) UNESCO emergency assistance should be restricted to the Organization's fields of competence and should only begin once the threat to life has been overcome and the physical priorities have been met (food, clothing, shelter and medical assistance).
 - (c) UNESCO emergency assistance should be concentrated on:
 - (i) assessing the situation and evaluating the basic requirements;
 - (ii) providing expertise and formulating recommendations on resolving the situation in its fields of competence;
 - (iii) helping to identify outside funding sources and extrabudgetary funds.
 - (d) Emergency assistance in cash or kind should be limited to the strict minimum and only provided in exceptional cases.
 - (e) No administrative support or personnel costs shall be financed through emergency assistance.
 - (f) The total budget for any emergency assistance project shall not exceed \$50,000. It may be supplemented by extrabudgetary funds identified for this purpose or other sources of funding.
 - (g) Emergency assistance shall not be provided if the Member State's request may be met within the ordinary Participation Programme.
 - (h) Emergency assistance shall be provided in coordination with other United Nations agencies.

17. *Procedures to be followed when providing emergency assistance.*

- (a) Faced with an emergency situation, a Member State, through its National Commission or the designated government channel, will identify, as appropriate, its needs and the type of assistance it requires from UNESCO, within UNESCO's fields of competence.
- (b) The Director-General shall then inform the Member State, through the National Commission or established channel, of his decision.
- (c) When appropriate, and in agreement with the Member State, a technical assessment mission will be sent to appraise the situation and report back to the Director-General.
- (d) The Secretariat shall report to the Member State on the assistance and the amounts it envisages providing and the follow-up, if any, which could be considered; the total value of the assistance provided shall not be in excess of \$50,000.
- (e) In the case of goods or services to be supplied by UNESCO, there shall be no international competitive bidding if the situation requires urgent action.
- (f) An evaluation report, and, save in exceptional circumstances, a financial report, shall be submitted by the Member State after completion of the project.

II

2. *Invites* the Director-General:
 - (a) to communicate without delay, in order to enhance the presentation, follow-up and evaluation of the projects submitted under the Participation Programme, to the National Commissions or, where there is no National Commission, through the designated government channel, the reasons for modifying or denying the requested amounts;
 - (b) to inform the National Commissions, or where there is no National Commission, the designated government channel, of all projects and activities undertaken by international non-governmental organizations in their respective countries with support from the Participation Programme;
 - (c) to provide to the Executive Board at every autumn session a report including the following information:
 - (i) a list of applications for contributions from the Participation Programme received in the Secretariat;
 - (ii) a list of the projects approved under the Participation Programme and those under emergency assistance, together with the amounts approved to finance them, and any other costs and support connected with them;
 - (iii) with regard to international non-governmental organizations, a list drawn up along the same lines as that provided for in (ii) above;
 - (d) to ensure the percentage of the Participation Programme funds for emergency assistance, international non-governmental organizations and regional activities does not exceed 7%, 5% and 3% respectively of the allocated amount for the Participation Programme for a given biennium;
 - (e) to identify ways and means of strengthening the Participation Programme in the forthcoming biennium for the benefit of the least developed countries (LDCs), developing countries, post-conflict and post-disaster countries, small island developing States (SIDS) and countries in transition;
3. *Requests* the Director-General to carry out a review of management procedures in order to speed up the time it takes for decision-making and to improve the efficiency of the administration of the Participation Programme, and to present a report thereon to the governing bodies;
4. *Also requests* the Director-General to report in the statutory reports on the achievement of the following expected results, including information on the cost-efficient use of human and financial resources, particularly in the areas of travel, publications and contractual services, for each of the results reported, following the principles of transparency, efficiency and rationalization:
 - Formulation, evaluation and follow-up of requests improved in such a way as to enhance complementarity between the activities planned as part of the Programme and Budget and those supported under the Participation Programme, ensuring conformity with the major priorities of the Medium-Term Strategy (C/4) and the Programme and Budget (C/5)
 - Implementation of adjustable strategies to meet the special and urgent needs of certain groups of countries with common characteristics improved
 - Transparency of programme execution increased and accountability mechanisms strengthened to ensure improved management, monitoring and flow of information to Member States

- Improved evaluation of reports on the results of the activities supported and a more effective record-keeping system put in place
- Image of the Organization and impact of its action enhanced.

09001

The Participation Programme provides direct assistance for initiatives undertaken by Member States and Associate Members in the Organization's fields of competence, in line with the priorities that they themselves determine. Assistance under the Participation Programme is intended to promote activities of a national, subregional or interregional nature that fall within the biennial sectoral priorities and the strategic programme objectives of the Organization. It also aims to strengthen partnership between the Organization and its Member States and between the Organization and international non-governmental organizations maintaining official relations with UNESCO.

09002

In line with recommendations by the Internal Oversight Office (IOS), ERC/RSC/PP, in close cooperation with the Bureau of the Comptroller (BOC), will keep up efforts to strengthen the evaluation of reports submitted after completion of each project as well as record-keeping in order to assure proper use of funds.

09003

Expected results at the end of the biennium

- Formulation, evaluation and follow-up of requests improved in such a way as to enhance complementarity between the activities planned as part of the Programme and Budget and those supported under the Participation Programme, ensuring conformity with the major priorities of the Medium-Term Strategy (C/4) and the Programme and Budget (C/5);
- Implementation of adjustable strategies to meet the special and urgent needs of certain groups of countries with common characteristics improved;
- Transparency of programme execution increased and accountability mechanisms strengthened to ensure improved management, monitoring and flow of information to Member States;
- Improved evaluation of reports on the results of the activities supported and a more effective record-keeping system in place;
- Image of the Organization and impact of its action enhanced.

Part II.C – Programme-related services

Part II.C 1

Regular Budget				34 C/5 Approved	Extrabudgetary Resources ⁽¹⁾
	Staff	Activities			
	\$	\$	\$		
Chapter 1	Coordination and monitoring of action to benefit Africa	3 552 100	1 103 000	4 655 100	378 700
Chapter 2	Fellowships Programme	639 200	1 136 700	1 775 900	608 800
Chapter 3	Public information	11 247 700	2 565 800	13 813 500	1 138 600
Chapter 4	Strategic planning and programme monitoring	4 991 500	935 800	5 927 300	246 600
Chapter 5	Budget preparation and monitoring	4 278 000	593 300	4 871 300	1 569 600
Chapter 6	Anticipation and foresight	929 300	426 000	1 355 300	–
Total, Part II.C		25 637 800	6 760 600	32 398 400	3 942 300

(1) Funds already received or firmly committed, including posts financed from FITOCA and/or other extrabudgetary funds (OPF).

Part II.C 2

ESTABLISHED POSTS BY CATEGORY AND BY FUNDING SOURCE				
Programme-related services	34 C/5 Approved			
	ADG/D/P/NPO	GS/L	Total	
Coordination and monitoring of action to benefit Africa				
<i>Regular Budget, Headquarters</i>	8	6	14	
<i>Regular Budget, Field</i>	2	–	2	
<i>Extrabudgetary</i>	1	–	1	
Fellowships Programme				
<i>Regular Budget, Headquarters</i>	–	5	5	
<i>Extrabudgetary</i>	2	–	2	
Public Information				
<i>Regular Budget, Headquarters</i>	26	30	56	
<i>Regular Budget, Field</i>	1	–	1	
<i>Extrabudgetary</i>	2	4	6	
Strategic planning and programme monitoring				
<i>Regular Budget, Headquarters</i>	13	6	19	
<i>Extrabudgetary</i>	1	–	1	
Budget preparation and monitoring				
<i>Regular Budget, Headquarters</i>	14	5	19	
<i>Extrabudgetary</i>	5	4	9	
Anticipation and foresight				
<i>Regular Budget, Headquarters</i>	3	1	4	
Total, Headquarters	<i>Regular Budget</i>	64	53	117
Total, Field	<i>Regular Budget</i>	3	–	3
TOTAL (Headquarters + Field)	<i>Regular Budget</i>	67	53	120
	<i>Extrabudgetary</i>	11	8	19
	GRAND TOTAL	78	61	139

Items of Expenditure	Regular Budget			Extrabudgetary Resources ⁽¹⁾
	Staff	Activities	Total	
	\$	\$	\$	\$
Chapter 1 Coordination and monitoring of action to benefit Africa				
I. Staff (established posts)	3 552 100		3 552 100	378 700
II. Other costs:				
Temporary assistance		95 000	95 000	–
Participants (delegates) travel		80 000	80 000	–
Staff travel on official business		223 000	223 000	–
Contractual services		292 000	292 000	–
General operating expenses		208 500	208 500	–
Supplies and materials		26 000	26 000	–
Furniture and equipment		44 500	44 500	–
Other expenditure		134 000	134 000	–
Total, Chapter 1	3 552 100	1 103 000	4 655 100	378 700
Chapter 2 Fellowships Programme				
I. Staff (established posts)	639 200		639 200	608 800
II. Other costs:				
Temporary assistance		4 000	4 000	–
Staff travel on official business		4 000	4 000	–
Contractual services		2 700	2 700	–
General operating expenses		38 400	38 400	–
Supplies and materials		5 000	5 000	–
Furniture and equipment		7 000	7 000	–
Fellowships and study grants		1 075 600	1 075 600	–
Total, Chapter 2	639 200	1 136 700	1 775 900	608 800
Chapter 3 Public Information				
I. Staff (established posts)	11 247 700		11 247 700	1 133 600
II. Other costs:				5 000
Temporary assistance		440 000	440 000	–
Overtime		5 000	5 000	–
Participants (delegates) travel		3 600	3 600	–
Staff travel on official business		171 800	171 800	–
Contractual services		1 205 700	1 205 700	–
General operating expenses		316 700	316 700	–
Supplies and materials		108 000	108 000	–
Furniture and equipment		315 000	315 000	–
Total, Chapter 3	11 247 700	2 565 800	13 813 500	1 138 600
Chapter 4 Strategic planning and programme monitoring				
I. Staff (established posts)	4 991 500		4 991 500	246 600
II. Other costs:				
Temporary assistance		230 100	230 100	–
Participants (delegates) travel		3 000	3 000	–
Staff travel on official business		368 000	368 000	–
Contractual services		120 000	120 000	–
General operating expenses		66 000	66 000	–
Supplies and materials		65 000	65 000	–
Furniture and equipment		25 000	25 000	–
Other expenditure		58 700	58 700	–
Total, Chapter 4	4 991 500	935 800	5 927 300	246 600
Chapter 5 Budget preparation and monitoring				
I. Staff (established posts)	4 278 000		4 278 000	1 569 600
II. Other costs:				
Temporary assistance		6 000	6 000	–
Overtime		3 000	3 000	–
Staff travel on official business		45 000	45 000	–
Contractual services		462 300	462 300	–
General operating expenses		20 700	20 700	–
Supplies and materials		22 800	22 800	–
Furniture and equipment		33 500	33 500	–
Total, Chapter 5	4 278 000	593 300	4 871 300	1 569 600

(1) Funds already received or firmly committed, including posts financed from FITOCA and/or other extrabudgetary funds (OPF).

Items of Expenditure	Regular Budget			Extrabudgetary Resources ⁽¹⁾
	Staff	Activities	Total	
	\$	\$	\$	\$
Chapter 6 Anticipation and foresight				
I. Staff (established posts)	929 300		929 300	–
II. Other costs:				
Temporary assistance		10 000	10 000	–
Overtime		10 000	10 000	–
Participants (delegates) travel		30 600	30 600	–
Staff travel on official business		35 000	35 000	–
Contractual services		230 000	230 000	–
General operating expenses		60 000	60 000	–
Supplies and materials		20 000	20 000	–
Furniture and equipment		20 000	20 000	–
Other expenditure		10 400	10 400	–
Total, Chapter 6	929 300	426 000	1 355 300	–
Total, Part ILC	25 637 800	6 760 600	32 398 400	3 942 300

(1) Funds already received or firmly committed, including posts financed from FITOCA and/or other extrabudgetary funds (OPF).

Chapter 1 – Coordination and monitoring of action to benefit Africa

Responsible Unit: Africa Department (AFR)

10100

General Conference resolution 34 C/Res.54(I) for Coordination and monitoring of action to benefit Africa

The General Conference

1. *Authorizes* the Director-General:
 - (a) to implement the plan of action, ensuring the consistency and complementarity of efforts through a coordinating and monitoring mechanism, in order to:
 - (i) strengthen relations with African Member States, in particular through their Permanent Delegations and National Commissions as well as through appropriate instances of the African Union (AU), with a view to responding to their priority needs;
 - (ii) support the development and monitor the implementation of strategies for strengthening cooperation with African Member States, aimed in particular at meeting the commitments of Education for All (EFA) and achieving the United Nations Millennium Development Goals (MDGs) relating to the Organization's various fields of competence;
 - (iii) ensure that the priorities identified by the New Partnership for Africa's Development (NEPAD), which constitutes for the United Nations system as a whole a special framework for cooperation with the African Union, are taken into account in the Organization's planning and programming processes;
 - (iv) contribute to the process of subregional and regional integration in UNESCO's fields of competence;
 - (v) promote cooperation and partnership with African Member States, and mobilize multilateral and bilateral development assistance mechanisms, as well as the private sector;
 - (vi) lead and coordinate the Organization's efforts in Africa to assist countries in post-crisis and post-conflict or post-disaster reconstruction situations, in particular through the strengthening of the Programme of Education for Emergencies and Reconstruction (PEER);
 - (vii) serve as focal point for all questions relating to Africa and ensure the visibility of UNESCO's action in Africa;
 - (b) to allocate for this purpose an amount of \$1,103,000 for activity costs and \$3,552,100 for staff costs;
2. *Requests* the Director-General to report in the statutory reports on the achievement of the following expected results, including information on the cost-efficient use of human and financial resources, particularly in the areas of travel, publications and contractual services, for each of the results reported, following the principles of transparency, efficiency and rationalization:

- Relations with African Member States strengthened, in particular through their Permanent Delegations and National Commissions and groups of African Member States within UNESCO, the United Nations and the African Union and its NEPAD programme as well as the subregional organizations
- Development priorities of African Member States relating to the Organization's various fields of competence reflected in UNESCO's programming, as well as in joint programming of the United Nations system at the country level
- New partnerships with multilateral and bilateral organizations, and with the private sector established and implemented
- Assistance provided to joint activities carried out in cooperation with the Office of the United Nations High Commissioner for Refugees (UNHCR), other United Nations partners and African regional organizations in all post-crisis African countries at their request, in particular through the Programme of Education for Emergencies and Reconstruction (PEER)
- Action coordinated, interaction and communication improved between UNESCO Headquarters, field offices in Africa and the UNESCO African National Commissions in African countries.

10101

The Africa Department (AFR) is the focal point for all questions relating to Africa, and is responsible for advising the Director-General thereon. It has responsibilities both as a central service and with regard to the programme. Its principal missions are to:

- work to strengthen cooperation between the Organization and its African Member States;
- ensure that African Union (AU) and NEPAD priorities, including MDG-related needs, are taken into account in the Organization's fields of competence;
- monitor the implementation of the Africa programme and progress made in achieving the medium-term objectives identified for Africa through a distinct intersectoral coordinating and monitoring mechanism;
- help countries in post-crisis and post-conflict or post-disaster reconstruction situations to meet the education needs of vulnerable groups, in particular by guiding and supervising the rational implementation of the Programme of Education for Emergencies and Reconstruction (PEER);
- ensure, as may be required, intersectoral coordination of initiatives relating to cross-cutting issues and themes concerning Africa.

10102

The plan of action regarding the coordination and monitoring of action to benefit Africa aims at the implementation of 34 C/Resolution 54(I), the text of which is reproduced above, as well as the resolutions cited hereunder:

- 60 Preparation of a special post-conflict overall support programme in UNESCO's fields of competence for Côte d'Ivoire
- 63 Conferences of Intellectuals from Africa and the Diaspora (CIAD)

The texts of which appear in Volume 1 of the Records of the 34th session of the General Conference.

10103

In its efforts to promote, coordinate and monitor action for Africa, the Department will promote an intersectoral approach that will draw on the exigencies of regional integration, articulated by the African Union, including through its New Partnership for Africa's Development (NEPAD) Programme and subregional organizations. Special attention will be given to mobilizing UNESCO's contribution to the implementation of the AU/NEPAD sectoral action plans on education, culture, science and technology, environment, and its frameworks of action for youth and women. The Department will also see to it that the recommendations of the UNESCO Committee for NEPAD and of the Forum of African Regional and Subregional Organizations to Support Cooperation between UNESCO and NEPAD (FOSRASUN) are taken into account in UNESCO activities.

10104

The Department will support the development and implementation of programmes to benefit Africa aimed at building institutional capacities and developing human resources and skills. In this regard, special attention will be paid to strengthening intersectoral cooperation and inter-agency coordination (with the Commission of the African Union, the NEPAD secretariat, the Regional Economic Communities (RECs), the Regional Integration Organizations (RIOs) and so on). As gender equality is central to the achievement of the Millennium Development Goals, the building of women's capacities in all of UNESCO's fields of competence will also be promoted. Furthermore, the Department will promote and support the development of networks and centres of excellence subregionally and regionally through specialized institutions such as the UNESCO International Institute for Capacity-Building in Africa (IICBA), the International Centre for Girls' and Women's Education in Africa (CIEFFA), the School of African Heritage (EPA) and the African Academy of Languages (ACALAN), thus contributing to regional integration. To this end, the Department will also promote systematic support for regional initiatives and events (FESPACO, FESPAM, FIMA, SIAO, MASA and others) as factors of integration.

10105

The Department will facilitate UNESCO's participation in joint programming exercises in the field with the United Nations and other international development partners, if need be. As international support is crucial to the achievement of NEPAD objectives even though primary responsibility rests with African Member States, the Department will also foster and advocate greater involvement by multilateral, bilateral and private stakeholders in all of the Organization's activities in Africa. Use of the cooperation and partnership frameworks established by African States with Asia, Latin America and the European Union will be encouraged, as will broader participation by civil society and non-governmental organizations (NGOs) in existing or future partnerships. The Department will also support efforts to strengthen Africa's relations with its diaspora, in particular, efforts to strengthen the diaspora's scientific, intellectual and artistic contribution to the development of the continent.

10106

In regard to the Organization's support for African countries in post-crisis and post-conflict or post-disaster reconstruction situations, the Department will lead the work of task forces established by the Director-General and will follow up their recommendations. It will coordinate situation assessment and will supervise the Organization's response while ensuring harmony with the AU's framework of action for post-conflict reconstruction and development and relevant decisions by the AU and its Peace and Security Council. To ensure consistency and complementarity in the action taken by the various partners in the field, the Department will also coordinate UNESCO's action with that of other United Nations system agencies. As the expression of a new ambition, the PEER Programme will be provided with greater resources in order to improve its response to the continent's growing needs for emergency education, in close cooperation with the Education Sector.

10107

Lastly, the Department will endeavour, in cooperation with the Secretariat as a whole, both at Headquarters and in the field, to make the Organization's action to benefit Africa more visible, including for the general public.

Expected results at the end of the biennium

Relations with African Member States strengthened, in particular through their Permanent Delegations and National Commissions and groups of African Member States within UNESCO, the United Nations and the African Union and its NEPAD programme as well as the subregional organizations.

- Greater financial support regionally and nationally for programmes developed and supported by UNESCO;
- Adoption of standard-setting instruments drawn up by UNESCO accelerated and expanded;
- Holding of joint committee meetings with RECs, organization of meetings of FOSRASUN and of the UNESCO Committee for NEPAD, and monitoring of the implementation of their recommendations.

Development priorities of African Member States relating to the Organization's various fields of competence reflected in UNESCO's programming, as well as in joint programming of the United Nations system at the country level.

New partnerships with multilateral and bilateral organizations and with the private sector established and implemented.

- Contribution made to mobilization of extrabudgetary funds in support of UNESCO's strategic objectives and programme priorities for Africa;
- Partnerships and funding sources further diversified.

Assistance provided to joint activities carried out in cooperation with the Office of the United Nations High Commissioner for Refugees (UNHCR), other United Nations partners and African regional organizations in all post-crisis African countries at their request, in particular through the Programme of Education for Emergencies and Reconstruction (PEER).

- Number of joint initiatives.

Action coordinated, interaction and communication improved between UNESCO Headquarters, field offices in Africa and the UNESCO African National Commissions in African countries.

- Database on cooperation activities with African Member States rigorously maintained and continuously updated.

Chapter 2 – Fellowships Programme

Responsible Unit: Sector for External Relations and Cooperation (ERC)

10200

General Conference resolution 34 C/Res.54(II) for the Fellowships Programme

The General Conference

1. *Authorizes* the Director-General

(a) to implement the plan of action in order to:

- (i) contribute to the enhancement of human resources and national capacity-building in areas that are closely aligned to UNESCO's strategic objectives and programme priorities, through the award and administration of fellowships, study and travel grants;
- (ii) increase fellowships through co-sponsored arrangements with interested donors and extrabudgetary funding sources, either in cash or in kind;
- (iii) explore possibilities of strengthening the Fellowships Programme through partnerships with civil society and non-governmental organizations;

(b) to allocate for this purpose an amount of \$1,136,700 for activity costs and \$639,200 for staff costs;

2. *Requests* the Director-General to report in the statutory reports on the achievement of the following expected results, including information on the cost-efficient use of human and financial resources, particularly in the areas of travel, publications and contractual services, for each of the results reported, following the principles of transparency, efficiency and rationalization:

- National capacities enhanced in areas of UNESCO programme priorities
- Fellowship beneficiaries empowered in programme priority areas through the sharing of knowledge and upgrading of skills at the graduate and post-graduate levels
- Thematic areas aligned to strategic programme objectives and biennial sectoral priorities
- Administrative procedures for fellowships harmonized through consultations with the United Nations system
- Fellowship opportunities expanded through new partnerships with Member States, civil society and non-governmental organizations.

10201

Fellowships are an effective modality for UNESCO to enhance the human resources and capacity of Member States, especially developing countries and those in transition. UNESCO will continue to build capacities in Member States by awarding short-term fellowships to individuals studying in areas closely aligned with the Organization's priority programmes. In addition, UNESCO will focus on increasing fellowships opportunities funded from extrabudgetary resources for developing countries and countries in transition. UNESCO will accordingly seek and negotiate cost-sharing arrangements

with interested donors under the Co-Sponsored Fellowships Programme. New partnerships with civil society and non-governmental organizations will also be explored to mobilize additional extrabudgetary resources.

10202

The Fellowships Section will continue to administer fellowships, study and travel grants offered under the regular programme and from extrabudgetary resources. It will cooperate with the programme sectors in monitoring fellowships, study and travel grant activities, especially through the Intersectoral Screening Committee. Cooperation with the United Nations will be continued with a view to harmonizing policies, procedures and stipends in the administration of fellowships and sharing information on good practices.

10203

Expected results at the end of the biennium

- National capacities enhanced in areas of UNESCO programme priorities;
- Fellowship beneficiaries empowered in programme priority areas through the sharing of knowledge and upgrading of skills at the graduate and postgraduate levels;
- Thematic areas aligned to strategic programme objectives and biennial sectoral priorities;
- Administrative procedures for fellowships harmonized through consultations with the United Nations system;
- Fellowship opportunities expanded through new partnerships with Member States, civil society and non-governmental organizations.

Chapter 3 – Public information

Responsible unit: Bureau of Public Information

10300

General Conference resolution 34 C/Res.54(III) for Public information

The General Conference

Considering that public information activities aim to disseminate the founding principles and ideals of UNESCO, to publicize programmes and projects, to mobilize partnerships that contribute to their implementation and to disseminate the results obtained,

Also considering that public information is closely linked to programme activities and plays an important strategic role in their implementation,

Further considering that the Organization's visibility must be increased through a process of sensitization and dissemination of information to inform public opinion in Member States so that there is a better understanding of the Organization's activities and its achievements,

1. *Authorizes* the Director-General

- (a) to implement a public information programme that includes the following lines of action:
 - (i) the preparation and implementation of a comprehensive communication plan for the entire Organization, identifying the priority themes for communication (consistent with programme priorities), events illustrative of such themes and the schedule of information activities to be carried out in the light of the objectives pursued in respect of the target audiences, and highlighting the complementarity between various information media and products;
 - (ii) the continuation of the development of the Organization's Internet portal, now the main information instrument, in terms of both the quantity of information disseminated and the number of users. The portal's multilingualism should be developed gradually, depending on the availability of resources, in the six working languages of the General Conference. The portal should become a multimedia platform integrating and enhancing all information products linking the different communities that take part in the Organization's activities, and placing the knowledge generated at their disposal;
 - (iii) the strengthening of outreach to media (including new, print and broadcast media) in order to foster better knowledge of the Organization's activities and achievements among the public at large, in close cooperation with the Office of the Spokeswoman of the Director-General (ODG/SPO). A special effort will be made, in the form of press campaigns, on the occasion of some major events (presentation of reports, award of some prizes, inscription of new sites on the World Heritage List, and so on) or when current events so require;
 - (iv) the regular monitoring and evaluation of public information efforts by all of UNESCO's programme sectors and field offices, and the reporting back to governing bodies on effectiveness;
 - (v) the implementation of the Organization's publications programme, in accordance with the principles of a new publications policy: extension of the concept of publication to cover various types of media; alignment of publication objectives and content with medium- and short-term

programme priorities; adoption of a publications “quality assurance framework” which includes balancing different views in UNESCO publications; strengthening of dissemination;

- (vi) the continuation of the publication and dissemination of the *UNESCO Courier* online, in the six working languages of the General Conference, in partnership with the relevant media institutions and concerned stakeholders;
 - (vii) the organization of cultural events in cooperation with the programme sectors and Permanent Delegations of Member States in order to promote the Organization’s image to the public and the media;
 - (viii) the development of public information activities in the Member States, which should be carried out in partnership with field offices, National Commissions, UNESCO Clubs, civil society organizations and others. The aim is to mobilize all possible networks to disseminate information about the Organization’s programmes and its achievements in order to increase the visibility of UNESCO in the field;
 - (ix) the development of the Organization’s internal communication to the staff of the Secretariat and of the Permanent Delegations, through the organization of weekly information meetings, use of the Internet, and regular dissemination of information on the activities of the Organization;
 - (x) the ongoing monitoring and evaluation of the impact of the use of the Organization’s logo and name, factors crucial to the Organization’s image and the way in which it is perceived by the public, as well as the impact of partnerships entered into by the Organization on its visibility and image;
- (b) to allocate for this purpose an amount of \$2,565,800 for activity costs and \$11,247,700 for staff costs;
2. *Requests* the Director-General to report in the statutory reports on the achievement of the following expected results, including information on the cost-efficient use of human and financial resources, particularly in the areas of travel, publications and contractual services, for each of the results reported, following the principles of transparency, efficiency and rationalization:
- Comprehensive communication plan to promote UNESCO’s priority themes consistent with programme priorities elaborated and implemented
 - Unesco.org portal further developed and enhanced in the six working languages of the General Conference, at least for the basic documents and materials, and recognized by users as an effective tool for information and knowledge-sharing in the Organization’s fields of competence
 - Media information prepared and disseminated
 - Organization’s publications programme implemented
 - Ten issues per year of the online edition of the *UNESCO Courier* disseminated in the six working languages of the General Conference
 - Programme of cultural events organized
 - Public information services provided in Member States
 - Internal communication developed and intensified
 - Impact of partnerships on UNESCO’s image and visibility evaluated
 - Proper use of UNESCO’s name, acronym and logo and Internet domain names protected nationally and globally.

10301

The overall objective assigned to the Bureau of Public Information is to increase the visibility of UNESCO from Headquarters and in the Member States.

10302

The Organization's visibility helps to increase its credibility. It is both a token of recognition of the work accomplished and a necessary condition for obtaining even greater support for future activities. It must reflect the Organization's specific characteristics in its various fields of competence and its added value. The public's perception of the Organization stems mainly from the relevance and effectiveness of its work. Information activities aim to disseminate the founding principles and ideals of UNESCO, to publicize programmes and projects, mobilize partnerships that contribute to their implementation and disseminate the results obtained. Accordingly, public information is closely linked to programme activities and plays an important strategic role in their implementation.

10303

The preparation and implementation of a comprehensive communication plan for the entire Organization forms the backbone of public information activities and the means of translating its information strategy into action. It identifies the priority themes for communication (consistent with programme priorities), illustrative events and the schedule of information activities to be carried out according to the objectives pursued with the target audiences. The communication plan must also highlight the complementarity between various information media and products at the design and implementation stages.

10304

The Organization's Internet portal is now the main information instrument, in terms of both the quantity of information disseminated and the number of users. The attractiveness of the site depends, mainly, on the relevance of the information on offer, regular updating and the organization of the information and search engines used to provide access. Multilingualism is an important factor in the portal's success and should be developed gradually, depending on the availability of resources, in the Organization's six official languages. The portal should become a multimedia platform integrating and enhancing all information products (publications, graphics, audiovisual programmes, and so on), linking the different communities taking part in the Organization's activities and placing the knowledge generated at their disposal.

10305

It is primarily the print and broadcast media that project the Organization's image and disseminate its programme of action to the public at large. This activity is the subject of close cooperation between BPI and the Office of the Spokeswoman of the Director-General (ODG/SPO), the only services authorized to handle contacts with the press.

- **Print media:** dissemination of media advisories, press releases and features on the Organization's main activities; handling journalists' requests for information and interviews; and organization of press briefings and conferences.
- **Broadcast media:** production of audiovisual material (films and photographs) illustrating the Organization's activities for television.
- A special effort is made, in the form of press campaigns, on the occasion of some major events (presentation of reports, award of some prizes, inscription of new World Heritage sites, and so on) or when current events so require.

10306

BPI coordinates the publications programme with the sectors and units, providing editorial, technical and legal advice for the development of projects concerning for-sale and free publications. The programme will apply a new publications policy based on the following principles:

- extension of the concept of publication to cover various types of media;

- alignment of publication objectives and content with medium- and short-term programme priorities;
- adoption of a “publications quality assurance framework”.

10307

BPI is directly responsible for the editorial production (in the six official languages of the Organization) and the distribution of the UNESCO Courier online (10 issues a year).

10308

Together with the programme sectors and Permanent Delegations of Member States, BPI organizes cultural events (exhibitions, concerts and film shows) and visits to Headquarters in order to promote the Organization’s image to the public and the media.

10309

The communication plan must include public information activities in the Member States. Information activities should be carried out in partnership with field offices, National Commissions, UNESCO Clubs, civil society organizations and others. This means mobilizing all possible networks to disseminate information about the Organization’s programmes and its achievements in order to increase the visibility of UNESCO in the field.

10310

Internal communication is achieved primarily through four means of delivery, accessible to the Secretariat and the Permanent Delegations:

- the Intranet site, updated daily;
- the email message UNESCOMMUNICATION electronic mail (sent twice a week);
- the weekly information and discussion meetings “60 minutes to convince”, at which the various units present their activities and facilitate the internal dissemination of information relating specifically to programme execution;
- Flash Info, produced by ODG/SPO, covering the activities by the Director-General.

10311

The name, acronym and logo of UNESCO are crucial to the Organization’s image and the way in which it is perceived by the public. It is important that they be used in accordance with the decisions of the governing bodies of the Organization and that such use be monitored regularly.

10312

Expected results at the end of the biennium

Comprehensive communication plan to promote UNESCO’s priority themes consistent with programme priorities elaborated and implemented.

Performance indicator:

- Implementation rate of the programmed activities.

Unesco.org portal further developed and enhanced in the six working languages of the General Conference, at least for the basic documents and materials, and recognized by users as an effective tool for information and knowledge-sharing in the organization’s fields of competence.

Performance indicators:

- Rise in the number of users of the Internet portal;
- Degree of satisfaction of specific target groups (user surveys).

Media information prepared and disseminated.

Performance indicator:

- Number of articles, radio and television programmes on UNESCO in the print and broadcast media.

Organization's publications programme implemented.

Performance indicators:

- Number of works published, in line with programme priorities;
- Dissemination of those works;
- Qualitative evaluation by readers.

Ten issues per year of the online edition of the *UNESCO Courier* disseminated in the six working languages of the General Conference.

Programme of cultural events organized.

Performance indicators:

- Number of events;
- Number of participants;
- Qualitative evaluation by organizers and participants;
- Number of articles in the media.

Public information services provided in Member States.

Performance indicator:

- Number of activities carried out and evaluation of their impact through the national media.

Internal communication developed and intensified.

Impact of partnerships on UNESCO's image and visibility evaluated.

Proper use of UNESCO's name, acronym and logo and Internet domain names protected nationally and globally.

Performance indicator:

- Quantitative and qualitative content of the impact reports.

Chapter 4 – Strategic planning and programme monitoring

Responsible unit: Bureau of Strategic Planning (BSP)

10400 General Conference resolution 34 C/Res.54(IV) for Strategic planning and programme monitoring

The General Conference

1. *Authorizes* the Director-General:

- (a) to implement the plan of action in order to:
 - (i) prepare the Organization's biennial Programme and Budget (35 C/5) in line with the guidance provided by the governing bodies, the Director-General's directives and the principles of results-based planning and programming;
 - (ii) monitor the implementation of the Medium-Term Strategy (34 C/4) through the biennial programme and budget documents, beginning with document 34 C/5, and prepare revisions to document 34 C/4 Approved, as may be required;
 - (iii) analyse work plans from all Secretariat units to ensure conformity with the decisions of the General Conference concerning document 34 C/5, the Director-General's directives and the requirements of results-based programming and management (RBM), also taking into account the qualitative dimensions;
 - (iv) monitor the implementation of the approved programme and its work plans through regular reviews to assess progress towards the expected results, and report thereon periodically to the governing bodies;
 - (v) define or refine the strategic methodologies and approaches for implementing intersectoral platforms, and coordinate activities relating to specific themes, such as the dialogue among civilizations and cultures and a cross-sectoral approach to capacity-building;
 - (vi) review how the human rights-based approach has been applied to document 34 C/5, and report periodically and regularly to UNESCO's governing bodies on the results this method has achieved;
 - (vii) ensure and monitor the prioritization of gender equality at all stages of programming and at all programme levels, for both regular and extrabudgetary activities;
 - (viii) monitor the targeted activities benefiting Africa, gender equality, youth, LDCs, SIDS and the most vulnerable segments of society, including indigenous peoples, as well as the Organization's activities contributing to the International Decade for a Culture of Peace and Non-Violence for the Children of the World, and to do so in close cooperation with the Africa Department as regards all activities in Africa;
 - (ix) participate, as UNESCO focal point, in United Nations inter-agency activities concerned with programme issues, including those of the United Nations System Chief Executives Board for Coordination (CEB) and United Nations Development Group (UNDG) as well as their subsidiary machinery;

- (x) monitor and contribute to the United Nations system-wide reform processes, formulate strategies for UNESCO's involvement at the country level as needed and, to that end, strengthen staff capacities, including results-based management skills;
 - (b) to allocate for this purpose an amount of \$935,800 for activity costs and \$4,991,500 for staff costs;
2. *Requests* the Director-General to report in the statutory reports on the achievement of the following expected results, including information on the cost-efficient use of human and financial resources, particularly in the areas of travel, publications and contractual services, for each of the results reported, following the principles of transparency, efficiency and rationalization:
- Programming, monitoring and reporting functions carried out in line with UNESCO's results-based approach, ensuring compliance with the strategic orientations and the programming framework and priorities set by the governing bodies, as well as with the Director-General's directives
 - Draft Programme and Budget for 2010-2011 (35 C/5) prepared on the basis of the principles of transparency, efficiency and rationalization
 - Strategic guidance and overall coordination provided for the implementation of intersectoral platforms as well as activities relating to specific themes (e.g. dialogue among civilizations and cultures, cross-sectoral approach to capacity-building, gender equality)
 - Gender equality and gender mainstreaming in all UNESCO programmes promoted and requisite capacities built
 - UNESCO's programmatic contribution in the context of the United Nations reform and United Nations inter-agency cooperation articulated and strengthened, at both the country and global levels.

10401

The Bureau of Strategic Planning (BSP) is the focal point for all programmatic and strategic issues and provides advice to the Director-General thereon. Principal responsibilities of the Bureau include:

- the preparation, together with the Bureau of the Budget and in close cooperation with all Secretariat units, of the biennial Programme and Budget of the Organization (35 C/5), ensuring compliance with the strategic objectives of document 34 C/4, and the guidance provided by the governing bodies, the Director-General's directives and the principles of results-based planning and programming; responsibility for the preparation of the C/5 entails, *inter alia*, preparing the preliminary proposals of the Director-General, analysing replies thereto from Member States, Associate Members, IGOs and NGOs, drawing up plans and guidelines for the preparation of the Draft Programme and Budget, providing advice and assisting sectors/bureaux in devising strategies and in articulating expected results, performance indicators and benchmarks at the various levels of programming, and ensuring that the results of evaluation activities are duly taken into account;
- the monitoring of the implementation of the Programme with a view to assessing progress towards the expected outcomes in the Organization's Medium-Term Strategy (34 C/4), and the preparation of revisions to the C/4 document, as may be required;
- the monitoring of the implementation of the approved programme and its work plans through regular reviews of the status of programme execution, as well as the preparation of related statutory reports to the governing bodies, such as the C/3 and EX/4 documents, focusing on progress

made towards the achievement of the C/5 expected results; measures to strengthen this function, and thus programme delivery, include improving the methodology and instruments of programme monitoring and providing the necessary training to programme managers.

10402

In addition to these responsibilities, BSP defines and refines strategic approaches, provides guidance and overall coordination for the implementation of intersectoral platforms and coordinates activities relating to specific overarching and strategic themes, such as the dialogue among civilizations, cultures and peoples or a cross-sectoral approach to capacity-building. It also contributes to other policy and strategic issues addressed through dedicated task forces established by the Director-General. BSP is furthermore entrusted with the responsibility for following up on activities pertaining to the International Decade for a Culture of Peace and Non-Violence for the Children of the World (2001-2010), for which UNESCO has been designated by the United Nations General Assembly as lead agency.

10403

BSP also leads and coordinates UNESCO's participation in and contribution to United Nations system inter-agency activities, in particular concerning programme issues, as well as in the framework of the "Delivering as One" United Nations approach globally, regionally and at the country level. It will provide guidance, training and backstopping to the Secretariat units involved in common country programming exercises (CCA, UNDAF, "Delivering as One" programmes, PRS, SWAp, JAS) and will undertake capacity-training for Headquarters and field staff thereon. As representative of UNESCO in the programme-related activities and discussions of the Chief Executives Board for Coordination (CEB), especially in the context of its High-Level Committee on Programmes (HLCP) and of the United Nations Development Group (UNDG) as well as their subsidiary bodies and other ad hoc coordinating groups established under the auspices of the United Nations Secretariat, including the ADG/ASG-level UNDG Support Group for the "Delivering as One" United Nations pilots, BSP is further entrusted with the task of ensuring the integration of all the internationally agreed development goals, including the Millennium Development Goals (MDGs) and other pertinent provisions of the United Nations Millennium Declaration, the 2005 World Summit Outcome document and the 2007 Triennial comprehensive policy review of operational activities for development of the United Nations system (TCPR) into UNESCO's programme activities, and to promote coherence of efforts from the perspectives and interests of UNESCO as a specialized agency.

10404

As the central coordinating and monitoring entity for gender equality and women's empowerment issues, BSP promotes and monitors that gender equality, which is one of only two global priorities in UNESCO's Medium-Term Strategy for 2008-2013 (34 C/4) is accorded priority at all stages of programme design, implementation, monitoring and evaluation for both regular and extrabudgetary activities, as stipulated in document 34 C/4. In line with this focus, BSP will prepare a results-based action plan entitled "Priority Gender Equality Action Plan for 2008-2013" through a participatory approach and in close collaboration with the sectors, field offices, institutes and other partners. BSP further serves as the Organization's focal point for monitoring targeted programme activities pertaining to youth and least developed countries (LDCs). In this context, capacity-building efforts will be undertaken, in particular, gender mainstreaming training, which the Director-General has made mandatory for all staff, as well as youth mainstreaming training.

10405

Lastly, BSP is also responsible for maintaining UNESCO's central programme management system (SISTER), which both integrates and supports the RBM approach, and for continuously enhancing this online programming, budgeting, management, monitoring, reporting and evaluation tool to reflect good RBM practices. The management and further development of SISTER will be complemented by specific staff training programmes in RBM, and especially results formulation, in order to build or strengthen the capacity of staff in results-based programming, monitoring and reporting.

Expected results at the end of the biennium

- Programming, monitoring and reporting functions carried out in line with UNESCO's results-based approach, ensuring compliance with the strategic orientations and the programming framework and priorities set by the governing bodies, as well as with the Director-General's directives;
- Draft Programme and Budget for 2010-2011 (35 C/5) prepared on the basis of the principles of transparency, efficiency and rationalization;
- Strategic guidance and overall coordination provided for the implementation of intersectoral platforms as well as activities relating to specific themes (e.g. dialogue among civilizations and cultures, cross-sectoral approach to capacity-building, gender equality);
- UNESCO's programmatic contribution in the context of the United Nations reform and United Nations inter-agency cooperation articulated and strengthened, at both the country and global levels;
- Gender equality and gender mainstreaming in all UNESCO programmes promoted and requisite capacities built.

Chapter 5 – Budget preparation and monitoring

Responsible unit: Bureau of the Budget (BB)

10500

General Conference resolution 34 C/Res.54(V) for Budget preparation and monitoring

The General Conference

1. *Authorizes* the Director-General:

- (a) to implement the plan of action in order to:
 - (i) apply the principles of transparency, efficiency and rationalization to prepare the Programme and Budget (35 C/5) through a results-based planning, budgeting and programming process;
 - (ii) analyse work plans from all Secretariat units to ensure conformity with the decisions of the General Conference concerning document 34 C/5;
 - (iii) manage and monitor the budgetary execution of document 34 C/5 and the work plans, and to report thereon, on a regular basis;
 - (iv) initiate and pursue measures to ensure the most effective use of the budget resources made available to the Organization;
 - (v) provide training on budget management issues;
 - (vi) serve as focal point for United Nations inter-agency coordination on all budgetary issues;
 - (vii) closely monitor the United Nations system-wide reform processes and International Public Sector Accounting Standards (IPSAS) implementation in order to ensure that UNESCO's views as regards financial management of the budget are duly taken into account;
 - (viii) report, on a regular basis, to the governing bodies on the calculation and use of the indirect programme costs for the five major programmes;
 - (ix) report on the efficient use of resources allocated for staff costs in programme sectors, support services and central services;
 - (x) report against the above-mentioned principles when reporting results obtained by programme sectors, support services and central services;
- (b) to allocate for this purpose an amount of \$593,300 for activity costs and \$4,278,000 for staff costs;

2. *Requests* the Director-General to report in the statutory reports on the achievement of the following expected results, including information on the cost-efficient use of human and financial resources, particularly in the areas of travel, publications and contractual services, for each of the results reported, following the principles of transparency, efficiency and rationalization:

- Draft Programme and Budget for 2010-2011 (35 C/5) prepared on the basis of the principles of transparency, efficiency and rationalization

- Programme and Budget for 2008-2009 (34 C/5) administered, managed and monitored, including information with regard to the cost-efficient use of human and financial resources in the areas of travel, publications and contractual services, following the principles of transparency, efficiency and rationalization
- Budget implementation (regular programme and extrabudgetary funds) regularly monitored and reported on to appropriate oversight bodies (internal and Member States)
- Financial and budgetary guidance provided and participation in all matters and projects having a budgetary impact for the Organization ensured
- Administrative officers, young professionals and other staff trained on budget management issues
- Follow-up of harmonization of United Nations policies, including on cost recovery, and their financial and budgetary impact ensured
- Active participation in projects such as International Public Sector Accounting Standards (IPSAS) implementation, as well as in development of administrative and managerial tools ensured.

10501

The Bureau of the Budget is the focal point for all budgetary issues concerning the Organization. The Bureau provides advice to the Director-General and acts as liaison on budgetary matters to the various sectors, bureaux, offices and institutes as well as to other outside bodies and Member States, as appropriate.

10502

Specific activities of the Bureau include:

- Overall responsibility jointly with the Bureau of Strategic Planning for the preparation of the Programme and Budget of the Organization (C/5), in consultation with the sectors/bureaux/offices concerned;
- Review of budgetary implementation to ensure that proposed expenditures are in line with the approved work plans;
- Monitoring and reporting on the budgetary execution of programme activities, whether financed from regular programme or extrabudgetary resources;
- Overall management of the budget of the Organization, with a centralized management of staff costs;
- Participation in all internal Secretariat groups, task forces, etc., whose deliberations have a financial implication for the budget of the Organization, and in relevant inter-agency activities, such as the High-Level Committee on Management (HLCM) of the Chief Executives Board (CEB);
- Preparation of documents, especially for submission to governing bodies.

Expected results at the end of the biennium

- Draft Programme and Budget for 2010-2011 (35 C/5) prepared on the basis of the principles of transparency, efficiency and rationalization;
- Programme and Budget for 2008-2009 (34 C/5) administered, managed and monitored, including information with regard to the cost-efficient use of human and financial resources in the areas of travel, publications and contractual services, following the principles of transparency, efficiency and rationalization;
- Budget implementation (regular programme and extrabudgetary funds) regularly monitored and reported on to appropriate oversight bodies (internal and Member States);
- Financial and budgetary guidance provided and participation in all matters and projects having a budgetary impact for the Organization ensured;
- Administrative officers, young professionals and other staff trained on budget management issues;
- Follow-up of harmonization of United Nations policies, including on cost recovery, and their financial and budgetary impact ensured;
- Active participation in projects such as International Public Sector Accounting Standards (IPSAS) implementation, as well as in development of administrative and managerial tools ensured;

Chapter 6 – Anticipation and foresight

Responsible Unit: Office of Foresight (FOR)

10600

General Conference resolution 34 C/Res.54(VI) for Anticipation and foresight

The General Conference

Recalling the need for UNESCO to strengthen its laboratory of ideas and intellectual watch functions, in particular through intersectorality and interdisciplinarity,

1. *Invites* the Director-General to create an intersectoral platform on anticipation and foresight under his authority;
2. *Requests* the Director-General:
 - (a) to present an update of the evaluation of the anticipation and foresight programme to the Executive Board at its 179th session;
 - (b) to provide facilities for a financial and performance audit of the Office of Foresight to be conducted by the External Auditor, and to report thereon to the Executive Board at its 180th session and to the General Conference at its 35th session;
3. *Authorizes* the Director-General to implement the plan of action concerning the intersectoral foresight programme in order to:
 - (a) strengthen the capacities for anticipation and forward-looking monitoring of the Organization and its Member States in UNESCO's fields of competence, and continue to reinforce its function as a forum for anticipation and to stimulate future-oriented reflection, debate and dialogue including, *inter alia*, by holding the Twenty-First Century Talks and the Twenty-First Century Dialogues;
 - (b) stimulate future-oriented thinking in and among Member States and within the Organization so that it forms part of all UNESCO programmes;
 - (c) raise the awareness of Member States, scientific and intellectual communities, the media, civil society and the public at large with regard to major issues of the future, and to the importance of future-oriented thinking in UNESCO's fields of competence, especially through the dissemination of UNESCO's future-oriented studies and fostering wider awareness among the media and the public;
4. *Further requests* the Director-General to report in the statutory reports on the achievement of the following expected results, including information on the cost-efficient use of human and financial resources, particularly in the areas of travel, publications and contractual services, for each of the results reported, following the principles of transparency, efficiency and rationalization:
 - Foreseeable orientations and emerging challenges in UNESCO's fields of competence addressed in anticipation studies
 - Information regarding UNESCO's biennial foresight research programme and its evidence-based research results regularly disseminated within the framework of UNESCO's comprehensive communication plan

- Awareness of Member States, scientific and intellectual communities, the media, civil society and the public at large raised with regard to major issues of the future and to the importance of future-oriented thinking in UNESCO's fields of competence
5. *Decides* to allocate \$929,300 for staff costs and to allocate \$426,000 for activity costs, to be used with the programme sectors and in line with activities developed through the intersectoral platform.

10601

In order to strengthen UNESCO's role as a forum of anticipation and future-oriented thinking and strengthen its intersectorality and interdisciplinarity in this field, the Office of Foresight will endeavour to promote dialogue, analysis and critical and speculative research on future questions in the Organization's fields of competence.

10602

This task under the intellectual, scientific, strategic and ethical watch function will be performed in accordance with an intersectoral and interdisciplinary approach. The *Twenty-first Century Talks* and the *Twenty-first Century Dialogues* will continue and will be the core activities intended to reach and inform a wide audience in this field. Several meetings in this series will be held at Headquarters and in the field, in the various regions of the world. Publication of anthologies of these meetings in the various language versions will also be continued, as will the dissemination of the first two: *Keys to the Twenty-first Century* and *The Future of Values*.

10603

Furthermore, through its publications and debates and within the framework of UNESCO's comprehensive communication plan, the Office of Foresight will endeavour to increase the entire Organization's awareness of foresight issues. Accordingly, it will seek to ensure that its activities serve all of the Organization's fields of competence so that better account will be taken of the emerging challenges and changes in the world. Initiatives taken by the Office will respond, as appropriate, to the needs of the programme sectors. Those activities will contribute to the identification of new issues that are likely to guide strategies and approaches. Intellectual assistance will be provided to UNESCO's Member States and partners that wish to strengthen their capacities in this field.

10604

Lastly, the Office of Foresight will strive to strengthen partnerships and networks in the field of future-oriented thinking and to continue to raise the awareness of the public, decision-makers and scientific and intellectual communities with regard to major issues of the future and the importance of anticipation and foresight in UNESCO's fields of competence. Through action to raise the awareness of the audiences concerned and of the leading media in various regions of the world, the Office will, in particular, undertake targeted dissemination of the programme's key messages, the lines of inquiry that emerge from the *Twenty-first Century Talks* and the recommendations set out in the UNESCO *World Report Towards Knowledge Societies*.

10605

Expected results at the end of the biennium

Foreseeable orientations and emerging challenges in UNESCO's fields of competence addressed in anticipation studies.

Performance indicators:

- Events relating to foresight issues organized (number, participants, media coverage):
 - *Benchmark: 6 Twenty-first Century Talks at Headquarters and at least 2 in the field; organization of 1 Twenty-first Century Dialogue lasting a full day;*

- Impact of these events on the integration of a future-oriented dimension into UNESCO's approaches.

Information regarding UNESCO's biennial foresight research programme and its evidence-based research results regularly disseminated within the framework of UNESCO's comprehensive communication plan.

Raising the awareness of Member States, scientific and intellectual communities, the media, civil society and the public at large with regard to major issues of the future and to the importance of future-oriented thinking in UNESCO's fields of competence.

Performance indicators:

- Publication of articles and media coverage of events:
 - *Benchmark: 50 leading journals involved in different regions; publication and dissemination of the anthologies of Twenty-first Century Talks in the various language versions;*
- Degree of integration of future-oriented approaches into policy analysis and into global and regional dialogues;
- Networks of experts established in this field.

Part III – Support for Programme Execution and Administration

Part III – 1

		Regular Budget			Extrabudgetary Resources ⁽¹⁾
		Staff	Activities	34 C/5 Approved	
		\$	\$	\$	\$
A.	Field management and coordination	4 536 700	19 642 100	24 178 800	2 252 000
B.	External relation and cooperation	16 433 900	3 130 600	19 564 500	4 729 100
C.	Human resources management	16 553 200	16 953 300	33 506 500	617 600
D.	Accounting, treasury management and financial control	8 359 500	2 684 100	11 043 600	1 593 100
E.	Administration				
Chapter 1	Administration coordination and support	3 398 400	230 500	3 628 900	356 000
Chapter 2	Procurement	2 590 100	72 000	2 662 100	617 600
Chapter 3	Information systems and telecommunications	12 889 400	9 006 500	21 895 900	2 473 500
Chapter 4	Conferences, languages and documents	21 744 500	2 852 800	24 597 300	1 034 000
Chapter 5	Common services, security, utilities and management of premises and equipment	16 790 700	10 958 000	27 748 700	4 200 000
Chapter 6	Maintenance, conservation and renovation of Headquarters premises	–	19 200 000	19 200 000	–
	Total, Part III E	57 413 100	42 319 800	99 732 900	8 681 100
	Total, Part III	103 296 400	84 729 900	188 026 300	17 872 900

(1) Funds already received or firmly committed, including posts financed from FITOCA and/or other extrabudgetary funds (OPF).

Part III – 2

ESTABLISHED POSTS BY CATEGORY AND BY FUNDING SOURCE					
Support for Programme Execution and Administration		ADG/D/P/NPO	GS/L	Total	
Field management and coordination					
	<i>Regular Budget, Headquarters</i>	12	8	20	
	<i>Extrabudgetary</i>	1	–	1	
External relations and cooperation					
	<i>Regular Budget, Headquarters</i>	37	40	77	
	<i>Regular Budget, Field</i>	3	–	3	
	<i>Extrabudgetary</i>	13	7	20	
Human resources management					
	<i>Regular Budget, Headquarters</i>	37	49	86	
	<i>Extrabudgetary</i>	1	1	2	
Accounting, treasury management and financial control					
	<i>Regular Budget, Headquarters</i>	22	19	41	
	<i>Extrabudgetary</i>	3	6	9	
Administration					
	<i>Regular Budget, Headquarters</i>	89	248	337	
	<i>Extrabudgetary</i>	12	40	52	
Total, Headquarters		<i>Regular Budget</i>	197	364	561
Total, Field		<i>Regular Budget</i>	3	–	3
TOTAL (Headquarters + Field)		Regular Budget	200	364	564
		<i>Extrabudgetary</i>	30	54	84
GRAND TOTAL		230	418	648	

Items of Expenditure	Regular Budget			Extrabudgetary Resources ⁽¹⁾
	Staff	Activities	Total	
	\$	\$	\$	\$
A. Field management and coordination				
1. Headquarters (HQ)				
I. Staff (established posts)	4 536 700		4 536 700	210 000
II. Other costs:				
Temporary assistance		56 000	56 000	—
Staff travel on official business		171 000	171 000	—
Contractual services		237 000	237 000	—
General operating expenses		56 100	56 100	—
Supplies and materials		20 000	20 000	—
Furniture and equipment		57 000	57 000	—
Other expenditure		13 000	13 000	—
Total, Part III.A.1	4 536 700	610 100	5 146 800	210 000
2. Field offices running costs				
Temporary assistance		4 617 400	4 617 400	—
Staff travel on official business		1 442 500	1 442 500	—
Contractual services		161 000	161 000	—
General operating expenses		8 832 300	8 832 300	2 042 000
Improvement of premises		298 800	298 800	—
Supplies and materials		1 000 000	1 000 000	—
Furniture and equipment		970 000	970 000	—
Other expenditure		160 000	160 000	—
Total, Part III.A.2	—	17 482 000	17 482 000	2 042 000
3. Sums administered by field management and coordination for reinforcement in field offices				
UNESCO's participation in pilots for 'One UN' initiative		950 000	950 000	—
Administrative support for post conflict		600 000	600 000	—
Total, Part III.A.3	—	1 550 000	1 550 000	—
Total, Part III.A	4 536 700	19 642 100	24 178 800	2 252 000
B. External relations and cooperation				
I. Staff (established posts)	16 433 900		16 433 900	4 729 100
II. Other costs:				
Temporary assistance		325 200	325 200	—
Overtime		1 000	1 000	—
Participants (delegates) travel		528 000	528 000	—
Staff travel on official business		569 900	569 900	—
Contractual services		1 176 100	1 176 100	—
General operating expenses		311 100	311 100	—
Supplies and materials		76 700	76 700	—
Furniture and equipment		127 600	127 600	—
Other expenditure		15 000	15 000	—
Total, Part III.B	16 433 900	3 130 600	19 564 500	4 729 100
C. Human resources management				
I. Staff (established posts)	16 553 200		16 553 200	513 300
II. Other costs:				104 300
Temporary assistance		200 700	200 700	—
Overtime		9 900	9 900	—
Participants(delegates) travel		10 000	10 000	—
Staff travel on official business (ICSC, HLCM, etc.)		120 500	120 500	—
Contractual services		295 300	295 300	—
General operating expenses		201 400	201 400	—
Supplies and materials		39 400	39 400	—
Furniture and equipment		59 100	59 100	—
Other expenditure		17 700	17 700	—
III. Sums administered by the Bureau of Human Resources Management on behalf of the Organization as a whole:				
Young Professionals Programme and recruitment activities		1 350 000	1 350 000	—
Training Budget		5 500 000	5 500 000	—
Contribution to MBF for Associate Participants and administrative costs		6 114 800	6 114 800	—
Staff Compensation Plan		129 600	129 600	—
Pension Fund Travel (UNJSPF)		16 400	16 400	—
Inter-Agency Games (Contribution for staff member's travel)		16 100	16 100	—
Contribution to Staff Associations		72 400	72 400	—
JCU (Children's Club and Day Nursery)		300 000	300 000	—
MBF claims processing		2 300 000	2 300 000	—
STEPS		200 000	200 000	—
Total, Part III.C	16 553 200	16 953 300	33 506 500	617 600

(1) Funds already received or firmly committed, including posts financed from FITOCA and/or other extrabudgetary funds (OPF).

Items of Expenditure	Regular Budget			Extrabudgetary Resources ⁽¹⁾
	Staff	Activities	Total	
	\$	\$	\$	\$
D. Accounting, treasury management and financial control				
I. Staff (established posts)	8 359 500		8 359 500	1 593 100
II. Other costs:				–
Temporary assistance		90 000	90 000	–
Staff travel on official business		80 000	80 000	–
Contractual services		100 000	100 000	–
General operating expenses		96 100	96 100	–
III. Sums administered by the Bureau of the Comptroller on behalf of the Organization as a whole:				
Insurance premiums		1 088 000	1 088 000	–
IPSAS		1 000 000	1 000 000	–
Amortization of the construction costs of the premises of the UNESCO International Bureau of Education		230 000	230 000	–
Total, Part III.D	8 359 500	2 684 100	11 043 600	1 593 100
E. Administration				
Chapter 1 Administrative coordination and support				
I. Staff (established posts)	3 398 400		3 398 400	356 000
II. Other costs:				–
Temporary assistance		44 000	44 000	–
Participants (delegates) travel		90 000	90 000	–
Staff travel on official business		15 000	15 000	–
Contractual services		53 000	53 000	–
General operating expenses		8 600	8 600	–
Supplies and materials		9 900	9 900	–
Furniture and equipment		10 000	10 000	–
Total, Chapter 1	3 398 400	230 500	3 628 900	356 000
Chapter 2 Procurement				
I. Staff (established posts)	2 590 100		2 590 100	617 600
II. Other costs:				–
Temporary assistance		19 000	19 000	–
Staff travel on official business		14 000	14 000	–
General operating expenses		2 500	2 500	–
Supplies and materials		4 000	4 000	–
Furniture and equipment		30 000	30 000	–
Other expenditure		2 500	2 500	–
Total, Chapter 2	2 590 100	72 000	2 662 100	617 600
Chapter 3 Information systems and telecommunications				
I. Staff (established posts)	12 889 400		12 889 400	2 473 500
II. Other costs:				–
Temporary assistance		414 000	414 000	–
Participants (delegates) travel		55 000	55 000	–
Staff travel on official business		150 000	150 000	–
Contractual services		615 900	615 900	–
General operating expenses		1 775 600	1 775 600	–
Supplies and materials		312 000	312 000	–
Furniture and equipment		890 600	890 600	–
Provisions for SISTER		300 000	300 000	–
Provision for FABS		4 000 000	4 000 000	–
Provision for systems rationalization (STEPS, IPSAS, PIU)		493 400	493 400	–
Total, Chapter 3	12 889 400	9 006 500	21 895 900	2 473 500
Chapter 4 Conferences, languages and documents				
I. Staff (established posts)	21 744 500		21 744 500	1 034 000
II. Other costs:				–
Temporary assistance		753 500	753 500	–
Overtime		80 000	80 000	–
Staff travel on official business		13 000	13 000	–
General operating expenses		1 304 800	1 304 800	–
Supplies and materials		381 500	381 500	–
Furniture and equipment		120 000	120 000	–
Tax reimbursement for interpreters		200 000	200 000	–
Total, Chapter 4	21 744 500	2 852 800	24 597 300	1 034 000

(1) Funds already received or firmly committed, including posts financed from FITOCA and/or other extrabudgetary funds (OPF).

Items of Expenditure	Regular Budget			Extrabudgetary Resources ⁽¹⁾
	Staff	Activities	Total	
	\$	\$	\$	\$
Chapter 5 Common services, security, utilities and management of premises and equipment				
I. Staff (established posts)	16 790 700		16 790 700	4 156 000
II. Other costs:				44 000
Temporary assistance		223 800	223 800	–
Overtime and night differential		760 000	760 000	–
Staff travel on official business		20 000	20 000	–
General operating expenses		29 200	29 200	–
Supplies and materials		30 000	30 000	–
Furniture and equipment		100 000	100 000	–
III. Sums administered by the Headquarters Division on behalf of the Organization as a whole:				
Equipment and Materials		171 000	171 000	–
Electricity		1 450 000	1 450 000	–
Heating		1 600 000	1 600 000	–
Water and compressed air		521 200	521 200	–
Taxes (sweeping and collection of refuse)		509 000	509 000	–
Maintenance contracts (including cleaning and hygiene) and other charges		3 445 700	3 445 700	–
Expedition charges		542 100	542 100	–
Headquarters security		1 556 000	1 556 000	–
Total, Chapter 5	16 790 700	10 958 000	27 748 700	4 200 000
Chapter 6 Maintenance, conservation and renovation of Headquarters premises				
I. Other costs:				
Maintenance, conservation and renovation of buildings and infrastructures	–	4 500 000	4 500 000	–
Amortization of renovation plan loan	–	13 400 000	13 400 000	–
Amortization of official residence loan	–	1 300 000	1 300 000	–
Total, Chapter 6	–	19 200 000	19 200 000	–
Total, Part III.E	57 413 100	42 319 800	99 732 900	8 681 100
Total, Part III	103 296 400	84 729 900	188 026 300	17 872 900

(1) Funds already received or firmly committed, including posts financed from FITOCA and/or other extrabudgetary funds (OPF).

III.A – Field management and coordination

Responsible Unit: Bureau of Field Coordination (BFC)

11000

General Conference resolution 34 C/Res.64 for Field management and coordination

The General Conference

1. *Authorizes* the Director-General:

(a) to implement the following plan of action in order to:

- (i) pursue the implementation and refinement of the decentralization strategy in order to increase decentralization accountability; engage in the United Nations reform process at the country level and adapt accordingly UNESCO's decentralized system; ensure appropriate information exchange on the One United Nations approach and related networking, resource-sharing and technical back-stopping between Headquarters and field offices;
- (ii) take appropriate measures to provide internal and external expertise to field offices to enable them to adapt to the administrative facets of the United Nations reform process at the country level, as well as to ensure targeted reinforcement for appropriate interaction with United Nations country teams in countries where UNESCO has non-resident status, including possible alternative arrangements;
- (iii) monitor the overall performance of field offices through joint reviews with sectors and services concerned;
- (iv) manage, administer and monitor the implementation of field offices' operating expenditures, reinforce their managerial and administrative capacities, and coordinate their overall staffing;
- (v) serve as UNESCO's focal point for inter-agency coordination on field security issues, monitor implementation of field security policies and measures, and manage and administer the corresponding budget;
- (vi) coordinate UNESCO's responses to post-conflict and post-disaster situations, and serve as focal point for corresponding inter-agency mechanisms;
- (vii) set up and backstop the relevant management and administrative infrastructures and mechanisms in support of UNESCO's responses post-conflict and post-disaster situations, in close coordination with United Nations bodies at the country level;

(b) to allocate for this purpose an amount of \$610,100 for activity costs, \$4,536,700 for staff costs at Headquarters and \$19,032,000 for field offices' operating costs;

2. *Requests* the Director-General to report in the statutory reports on the achievement of the following expected results, including information on the cost-efficient use of human and financial resources,

particularly in the areas of travel, publications and contractual services, for each of the results reported, following the principles of transparency, efficiency and rationalization:

- Revised strategy for UNESCO's field presence at the country level prepared at an early stage for consideration by governing bodies
- Frameworks for decentralization accountability harmonized and strengthened
- Participation in United Nations reform initiatives strengthened at the country level, and coherent action between Headquarters and field offices promoted.
- Integrated approach to performance assessment of field office Directors and heads of office put in place
- Operating budget of field offices monitored and their management and administration improved
- Awareness raised among field and Headquarters staff of field security issues and related delegation of authority and accountability, as well as of security policies and guidelines
- United Nations Department of Safety and Security (DSS) instructions regarding safety and security of premises and staff in the field implemented
- Strategic participation in United Nations integrated post-conflict and post-disaster responses ensured, in particular with respect to common needs assessments, Office for the Coordination of Humanitarian Affairs (OCHA) consolidated appeals, strategic and programmatic frameworks, as well as funding mechanisms
- Effective post-conflict and post-disaster operations with proper infrastructures and administrative mechanisms put in place.

11001

The Bureau of Field Coordination (BFC) is the focal point for overall management and administration of field offices and provides advice to the Director-General and senior management on the implementation and continued refinement of the Organization's decentralization strategy. It acts as the secretariat of the Decentralization Review Task Force which focused in 2007 on short-term adjustments aimed at strengthening field capacity and accountability and at firmly engaging in United Nations reform at the country level, both through the One United Nations approach and other joint programming exercises by UNCTs, such as CCAs and UNDAFs. The Task Force will next examine longer-term measures to adapt UNESCO's decentralized system to the exigencies of United Nations reform at country level and to the overall architecture of United Nations presence in the field that will evolve from the ongoing One United Nations pilot exercises and decisions to be taken by intergovernmental bodies, including the United Nations General Assembly in the context of the 2007 Triennial Comprehensive Policy Review of Operational Activities (TCPR).

11002

BFC will ensure a smooth information flow between Headquarters and field offices on issues pertaining to United Nations reform, in particular the One United Nations approach, and catalyse technical support and backstopping to field offices for their active participation in joint country-level programming through increased responsiveness and resource-sharing among the various UNESCO entities. It will also provide guidance to field offices on other facets of the One United Nations approach, notably common services, alignment of administrative practices and, when appropriate, common premises, and assist them concretely, in coordination with central services concerned, by providing them with the necessary

internal and external expertise through missions and short-term assignments. In addition, BFC will provide targeted reinforcement to field offices to facilitate their interaction with UNCTs in countries where the Organization has non-resident status and to support possible alternative arrangements in such cases.

11003

BFC supervises the Directors and Heads of field offices who report to it on the use of operating and security costs as well as on overall office and human resources management. The network of field offices serves as a common platform for all programme sectors to which field office Directors and Heads are accountable. In addition, they have direct reporting lines to a number of central services. Within this set-up BFC, with relevant programme sectors and central services, will coordinate the assessment of field office Directors' and Heads' performances, through Performance Agreements piloted in 2007, defining on a biennial basis key expected results in all aspects of their functions (programme management, mobilization of partnerships and resources, budget and finance, people management, security, etc.) with corresponding performance indicators.

11004

BFC is responsible for apportioning operating costs among field offices and for monitoring expenditure and ensuring cost-efficiency. Support field staff is attached to BFC which will pursue efforts to fill staff gaps in administrative units so as to improve internal controls, and more generally in core support functions. Furthermore, BFC will advise senior management on overall staffing needs of field offices in order to ensure that there is an adequate level of and balance between substantive and support staff. BFC will also provide backstopping and assistance to field offices in the implementation of IOS audit recommendations and for strengthening administrative and managerial capacities, including through mentoring and tutoring schemes.

11005

Within the United Nations security management system, BFC acts as UNESCO's focal point for the safety and security of field staff and premises and is responsible for overall compliance with established security policies and strategies. This function consists, *inter alia*, of participation in inter-agency mechanisms and activities aimed at developing and refining United Nations field security policies and directives, ensuring house-wide implementation of instructions and guidelines emanating from and measures recommended by the United Nations Department of Safety and Security (UNDSS), raising awareness among staff at and away from Headquarters regarding security and safety of premises and staff, and administration, management and monitoring of the field security budget (included in Part I.C of document 34 C/5). BFC, in its field security focal point capacity, also ensures adequate access to and implementation of the field security training programmes and provides assistance and field security advice to field offices and to staff travelling on mission.

11006

BFC cooperates with the relevant central services in: (i) promoting the application of delegation of authority to field offices, and corresponding programme and management accountability; (ii) ensuring the further strengthening of electronic networking facilities in field offices; (iii) the continued roll-out of corporate training programmes providing all field staff with a common vision and understanding of UNESCO as well as the requisite technical skills for the smooth implementation of programmes and improved visibility of the Organization's actions in Member States, effective participation in joint country-level programming and other facets of the One United Nations approach.

11007

Finally, BFC coordinates UNESCO's response to post-conflict and post-disaster situations in all regions except Africa (which falls under the responsibility of the Africa Department) and acts as secretariat for relevant task forces set up by the Director-General. It also contributes to the intersectoral platforms established for this subject. It provides strategic focus to UNESCO's participation in the United Nations integrated assistance to early recovery and reconstruction, including in OCHA consolidated appeals and flash appeals, common United Nations needs assessments, and programming and funding mecha-

nisms, as well as to UNESCO's initiatives in reconciliation and peace-building. BFC acts as liaison with the relevant inter-agency mechanisms and facilitates the smooth flow of information and interactions between Headquarters and field offices concerned. BFC also provides administrative backstopping to UNESCO's operations in post-conflict and post-disaster situations and is tasked as necessary with the rapid setting up, in cooperation with the cluster offices concerned, of UNESCO presence to facilitate the Organization's immediate response. To this end, BFC assures the logistical infrastructure, within the corresponding UNCTs whenever feasible or in close cooperation with the United Nations Resident Coordinator, and the deployment of the required management and administrative staff to ensure that rules and procedures are adhered to.

11008

Expected results at the end of the biennium

- Revised strategy for UNESCO's field presence at the country level prepared at an early stage for consideration by governing bodies;
- Frameworks for decentralization accountability harmonized and strengthened;
- Participation in One United Nations reform initiatives strengthened at country level, and coherent action between Headquarters and field offices promoted;
- Integrated approach to performance assessment of field office Directors and heads put in place;
- Operating budgets of field offices monitored and their management and administration improved;
- Awareness raised among field and Headquarters staff of field security issues and related delegation of authority and accountability, as well as of security policies and guidelines;
- United Nations Department of Safety and Security (DSS) instructions regarding safety and security of premises and staff in the field implemented;
- Strategic participation in United Nations integrated post-conflict and post-disaster responses ensured, in particular with respect to common needs assessments, Office for the Coordination of Humanitarian Affairs (OCHA) consolidated appeals, strategic and programmatic frameworks, as well as funding mechanisms;
- Effective post-conflict and post-disaster operations with proper infrastructures and administrative mechanisms put in place.

III.B – External relations and cooperation

Responsible unit: Sector for External Relations and Cooperation (ERC)

12000

General Conference resolution 34 C/Res.65 for External Relations and Cooperation

The General Conference

1. *Requests* the Director-General to further rationalize the financial resources allocated to Part III.B of document 34 C/5 Approved, in particular by optimizing the use of available resources, by increasing the efficiency of current services, by avoiding the creation of new structures, by reducing expenditures related to travel and contractual services and to report to the governing bodies periodically on potential cost savings in the above-mentioned areas, as well as on the expenditure on the indirect programme costs as budgeted in programme sectors and central services;
2. *Authorizes* the Director-General:
 - A. to implement the plan of action in order to:
 - (a) strengthen relations with Member States and Associate Members by, *inter alia*:
 - (i) cooperating closely with Permanent Delegations to UNESCO and the established groups of Member States at UNESCO, as well as with the established subregional and regional organizations with which UNESCO has a legal relationship;
 - (ii) ensuring the effective preparation and follow-up of official visits, Memoranda of Understanding and meetings;
 - (iii) prioritizing the main issues for UNESCO's action based on the priorities of Member States and Associate Members;
 - (iv) promoting universal membership of the Organization;
 - (v) holding regular general or thematic information meetings with Permanent Delegates;
 - (vi) updating the website database of country profiles with regard to the status of cooperation with UNESCO;
 - (b) enhance the role and capacity of National Commissions by, *inter alia*:
 - (i) increasing the participation of National Commissions in the elaboration, execution and evaluation of the Organization's programmes;
 - (ii) promoting bilateral, subregional, regional and interregional cooperation among National Commissions;
 - (iii) strengthening their operational capacities, in particular through training;
 - (iv) reinforcing the partnerships of National Commissions with civil society representatives and their interface with UNESCO field offices and United Nations country teams;
 - (v) enhancing advocacy and awareness about the role and contributions of National Commissions;

- (vi) increasing the cooperation with National Commissions in the mobilization and management of extrabudgetary resources;
- (c) reaffirm the profile and core competences of UNESCO in the United Nations system and reinforce cooperation with other intergovernmental organizations by, *inter alia*:
 - (i) monitoring, analysing and advising on developments;
 - (ii) contributing to documents and reports, and to inter-agency and intergovernmental meetings;
 - (iii) establishing and implementing formal agreements;
- (d) develop a culture of partnerships with civil society and new partners by, *inter alia*:
 - (i) encouraging NGOs maintaining an official relationship with UNESCO to increase involvement with the Organization, and encouraging NGOs, particularly from non-represented regions and countries, to seek an official relationship with UNESCO;
 - (ii) improving the statutory framework for UNESCO-NGO cooperation, and further developing existing collective mechanisms for cooperation;
 - (iii) broadening support for UNESCO's ideals in Member States through close cooperation with parliamentarians and parliamentary institutions at the national, regional and inter-regional levels;
 - (iv) encouraging UNESCO Clubs, Centres, Associations and networks, as well as local authorities, to contribute to the promotion of UNESCO's objectives;
- (e) improve the visibility and image of UNESCO by:
 - (i) efficiently administering UNESCO Prizes;
 - (ii) participating in commemorations of historic events and anniversaries of personalities by Member States and Associate Members;
- (f) enhance and mobilize extrabudgetary resources in support of programme priorities in further pursuance of the Action Plan for improved management of extrabudgetary activities, with special emphasis on:
 - (i) strengthening cooperation with actual and potential bilateral, multilateral and private funding sources under an overall strategic plan for resource mobilization;
 - (ii) enhancing the capacity of UNESCO staff, both at Headquarters and in the field, for mobilizing extrabudgetary resources, notably through improved programming and implementation of activities;
 - (iii) improving UNESCO's tools and procedures for the regular monitoring of extrabudgetary activities;

B. to allocate for this purpose an amount of \$3,130,600 for activity costs and \$16,433,900 for staff costs;

3. *Requests* the Director-General to report in the statutory reports on the achievement of the following expected results, including information on the cost-efficient use of human and financial resources, particularly in the areas of travel, publications and contractual services, for each of the results reported, following the principles of transparency, efficiency and rationalization:

- Member States, particularly through their Permanent Delegations to UNESCO and the established groups of Member States at UNESCO, as well as the established subregional and regional organizations

with which UNESCO has a legal relationship, better integrated into UNESCO's functioning and enabled to partake in decision-making

- Extrabudgetary funds mobilized in support of programme priorities of selected countries
- Electronic databases on cooperation with Member States and Associate Members updated
- Effective contribution of National Commissions to the preparation, implementation and evaluation of UNESCO's programmes secured
- Cooperation between National Commissions and UNESCO field offices strengthened within the framework of the decentralization strategy and the United Nations reform arrangements
- Greater degree of involvement and contribution to United Nations system mechanisms ensured
- Efficient online system of information and coordination on United Nations-related issues maintained
- Substantive input to United Nations documents and reports and to inter-agency and intergovernmental meetings arranged
- Greater synergies and improved cooperation between intergovernmental organizations and UNESCO ensured
- UNESCO-NGO cooperation framework rationalized and expanded
- Parliamentarians and civil society involved in programme planning and implementation
- Triangular partnership at the country level between UNESCO, NGOs and National Commissions strengthened
- Broader support base for UNESCO created as a result of cooperation with parliamentarians, municipal and local authorities as well as UNESCO Clubs, Centres and Associations
- Visibility and impact of UNESCO strengthened through UNESCO Prizes
- Volume of extrabudgetary resources increased with a more diversified resource base
- Resource mobilization strategic plan implemented involving regular, participatory consultations with actual and potential funding sources
- Staff capacities for effective programming and implementation of extrabudgetary activities improved.

12001

UNESCO will continue to realize its priorities and goals by building efficient relations with its Member States, Associate Members, observers and territories; through partnership and engagement with the United Nations, its specialized agencies, programmes, funds and organs; and through collaboration with other international, intergovernmental and non-governmental agencies and organizations. UNESCO will develop and expand these relations to secure the universal membership of the Organization and to realize effective international cooperation in all its fields of competence. UNESCO will work to develop a genuine "culture of partnership", involving civil society actors, to enhance the impact of its programme activities at the country level.

- 12002** Extrabudgetary contributions will be important to reach the strategic programme objectives and biennial sectoral priorities. UNESCO will improve the management of these contributions by developing and implementing an extrabudgetary resources mobilization strategic plan.
- 12003** Throughout the biennium, UNESCO will make a proactive contribution to United Nations system activities and mechanisms as well as interagency cooperation, especially as the United Nations reform efforts gather momentum.
- 12004** The Sector for External Relations and Cooperation, headed by the Assistant Director-General, is responsible for these efforts. The ADG is assisted by an Executive Office responsible for the Sector's coordination, liaison, evaluation, administration, communication and information.

Following are the biennial priorities and strategic objectives of the ERC Sector:

1. Strengthening relations with Member States

- 12005** UNESCO will seek to reinforce liaison with its Member States, including Permanent Delegations and National Commissions. It will provide a full range of services to Member States and their Permanent Delegates in terms of access to UNESCO, encompassing routine correspondence to larger impact activities, such as the follow-up to official visits and Memoranda of Understanding, while responding to priorities of Member States. One of the more recent challenges has been to integrate the work of National Commissions into UNESCO's knowledge base contributing to in-country activities and cooperation. This is an ongoing effort and involves the provision of up-to-date and real-time information on activities, often innovative in nature, of 192 National Commissions. This will enable National Commissions to share their experiences with each other, while allowing UNESCO to utilize them as an integral part of its programming.

Relations with Member States

- 12006** The development of relations with Member States, Associate Members, observers and territories remains the Sector's core task. The Sector will support and encourage non-Member States to join the Organization so as to ensure the greatest possible degree of universality. Close cooperation will be pursued with the Permanent Delegates and with the established groups of Member States at UNESCO. Bilateral meetings and general information consultations with Permanent Delegations will be held on a regular basis on major issues and themes relating to the Organization's functioning and activities.
- 12007** Certain groups of countries at the subregional and regional levels sharing similar profiles will receive particular attention. In close cooperation with the programme sectors, concerned Member States and other institutions, the Sector will develop strategies to meet the urgent needs of these countries, including through extrabudgetary resources. The Sector will contribute to the preparation and follow-up of meetings and missions of the Director-General, together with other sectors, field offices, National Commissions and the Africa Department.
- 12008** The Internet-based analyses, information and data on cooperation with each Member State will be updated regularly, thereby providing rapid responses to information needs.

12009

Expected results at the end of the biennium

- Member States, particularly through their Permanent Delegations to UNESCO and the established groups of Member States at UNESCO, as well as the established subregional and regional organizations with which UNESCO has a legal relationship, better integrated into UNESCO's functioning and enabled to partake in decision-making;
- Extrabudgetary funds mobilized in support of programme priorities of selected countries;
- Electronic databases on cooperation with Member States and Associate Members updated.

2. Enhancing the role and capacity of National Commissions

12010

As constituent elements of UNESCO and a unique network within the United Nations system, the National Commissions for UNESCO actively contribute to the pursuit of UNESCO's objectives and the conceptualization, implementation and delivery of its programmes at the regional, subregional and country levels. UNESCO will continue to enhance its long-standing cooperation with them, also adapted for the special circumstances of United Nations-wide reform.

12011

Acting as bodies for liaison, advice, information and programme implementation, they serve and assist both the Member States and UNESCO in numerous areas such as:

- intergovernmental programmes;
- UNESCO Prizes;
- celebration of international days and anniversaries;
- preparation of and follow-up to major international events;
- use of UNESCO's name and logo;
- nomination of national experts to UNESCO events;
- decentralization;
- partnerships;
- fund-raising;
- visibility of UNESCO;
- the Participation Programme and the Fellowships Programme;
- UNESCO Clubs and Centres; NGOs and civil society partners;
- UNESCO Chairs and Associated Schools;
- candidates for vacant posts in the Secretariat.

12012

Assistance will be provided to National Commissions with a view to building capacities, strengthening interfaces and cooperation with the UNESCO field network and United Nations country teams, engaging in advocacy on behalf of UNESCO and through public information activities, forming partnerships with NGOs, other civil society actors and the private sector and mobilizing resources.

Conceptualization and implementation of programmes at regional and subregional levels

12013

National Commissions' participation in the C/4 and the C/5 consultative preparatory process is indispensable. Regional consultations on the preparation of the draft Programme and Budget for 2010-2011 (35 C/5) as well as quadrennial conferences (in Asia and the Pacific, Europe and North America, and Latin America and the Caribbean), statutory in character, will be organized concurrently in 2008 in the most cost-effective manner. Emphasis will be placed on securing the inputs from National Commissions and other stakeholders, including intellectual communities and civil society representatives, and on strengthening networking of and cooperation among National Commissions at regional and subregional levels.

Capacity-building

12014

The basic competences and operational capacities of National Commissions will be strengthened through the biennial interregional information seminar for newly appointed Secretaries-General as well as subregional and regional training workshops for other staff of National Commissions. Discussion topics will be chosen according to the needs and training methods and will be adapted to promote exchange of experiences and sharing of good practices. Some capacity-building resources are available for National Commissions in need through the Participation Programme for ICT equipment and for staff training support. Building capacity for an implementation of national policies in UNESCO's fields of competence will be encouraged and supported, whenever possible.

Advocacy and communication services

12015

Efforts will be pursued to advocate the role of National Commissions at various levels and through different channels, and to help develop public information activities and media relations. Publications and electronic materials for National Commissions will be updated as necessary. The communication tools and services such as the online portal and the database on National Commissions will be continuously improved and updated.

12016

Expected results at the end of the biennium

- Effective contribution of National Commissions to the preparation, implementation and evaluation of UNESCO's programmes secured;
- Cooperation between National Commissions and UNESCO field offices strengthened within the framework of the decentralization strategy and the United Nations reform arrangements.

3. Reaffirming the profile, presence and impact of UNESCO in the United Nations family, in cooperation with intergovernmental organizations

12017

Working in partnership will be crucial, especially as the United Nations reform process gathers momentum. UNESCO will accordingly continue to strengthen its inter-agency cooperation and coordination as well as its relations with intergovernmental organizations.

12018

UNESCO will work with the United Nations system and its Member States to advance and implement the United Nations reform process through a variety of mechanisms and intergovernmental and interagency bodies, including the United Nations General Assembly, ECOSOC, as well as CEB, UNDG, the Inter-Agency Standing Committee (IASC), and the Executive Committee on Humanitarian Affairs (ECHA). UNESCO will need to reaffirm and increase its presence, profile and impact in these bodies through effective in-house information-sharing and coordination, improve its contributions to documents and reports, and be represented in meetings, making optimal use of limited travel funds.

12019

There will also be an increase in demand for monitoring, analysis and advice pertaining to United Nations developments, in particular the United Nations reform process and its implications. The Sector will therefore increase its analytical efforts and identify policy implications and options, helping to align the United Nations reform scheme with UNESCO's objectives and capacities. In addition, efforts will be undertaken to ensure that the United Nations reform process is acknowledged, understood and acted upon, as appropriate, throughout the Organization. This is a precondition for bringing about system-wide coherence, harmonization and alignment around country priorities. To this end, the Sector will screen and distribute to relevant sectors and units United Nations system documents and decisions so that their work could respond to the broader concerns and trends within the United Nations system.

12020

UNESCO will also aim to strengthen its cooperation with international governmental organizations outside the United Nations system through active participation in various intergovernmental and inter-secretariat meetings dealing with policy, strategic and programmatic issues. UNESCO will provide a certain level of support to groups of Member States at UNESCO (Commonwealth, OIF, CPLP, European Union and Group of 77) as regards the organization of meetings leading to joint activities. The results of these meetings, as well as related documentation, will be disseminated within the Secretariat.

12021

Expected results at the end of the biennium

- Greater degree of involvement and contribution to United Nations system mechanisms ensured;
- Efficient online system of information and coordination on United Nations-related issues maintained;
- Substantive input to United Nations documents and reports, and to inter-agency and inter-governmental meetings arranged;
- Greater synergies and improved cooperation between intergovernmental organizations and UNESCO ensured.

4. Developing a culture of partnership with civil society

12022

UNESCO will strive to develop a genuine “culture of partnership” with civil society in implementing the Organization’s objectives, programmes and projects. Non-governmental organizations, notably those at the grassroots level, as well as foundations and institutions, will be mobilized to increase their involvement with the Organization and to dedicate human and technical resources towards building productive inter-partner synergies. UNESCO will also develop capacity-building networks at local and national levels with the aim of promoting and strengthening tripartite partnerships, consisting of field offices and National Commissions.

12023

The Organization will also strive to improve the existing statutory framework and the procedures governing cooperation with non-governmental organizations (NGOs); pursue the awareness-raising and training effort at Headquarters, in the field and in respect of the National Commissions by means of relevant tools; develop existing collective cooperation mechanisms; promote collective consultations; reinforce and broaden cooperation with NGOs; ensure wider geographical representation; and strengthen NGO participation in international conferences organized by UNESCO.

12024

Cooperation with parliamentarians will be pursued by engaging and sensitizing this strategic constituency to UNESCO’s programme objectives and priorities. This cooperation will serve to broaden the visibility of UNESCO in decision-making circles and create favourable conditions for expanding the Organization’s support base in Member States. In this respect, UNESCO will also continue cooperation with the International Parliamentary Union (IPU). National Commissions and field offices will help to convey the Organization’s messages to, and strengthen ties with, parliamentarians in their respective countries. UNESCO’s network of parliamentary focal points and “Friends of UNESCO Leagues” will be extended, while cooperation among existing focal point networks will be strengthened. Various publications, such as guides and handbooks focused on UNESCO-related issues, will be jointly developed and disseminated with IPU.

12025

Municipal and local authorities are important development actors, and as such, UNESCO will aim to strengthen its cooperation with these partners at international, regional and national levels. Accordingly, UNESCO will collaborate with international and regional bodies representing the communities of cities and local governments, such as the “United Cities and Local Governments” (UCLG). Likewise, efforts

will be made to compile a best-practices resource tool highlighting the contribution of local authorities to the achievement of UNESCO objectives at the national and local levels.

12026

UNESCO will reinforce the operational capacities of UNESCO Centres, Associations and Clubs, and support selected projects contributing to the Organization's strategic programme objectives. The work of UNESCO Clubs at national and local levels will be aligned with that of municipalities and elected representatives, so as to better establish mechanisms for cooperation at local level. The cooperation between UNESCO Clubs and National Commissions will constitute an important aspect in the promotion of the UNESCO Clubs Movement. A revitalized World Federation of Centres, Associations and Clubs for UNESCO (WFUCA) will play a dynamic role in bringing to bear the contribution of UNESCO Clubs at the grassroots level.

12027

Expected results at the end of the biennium

- UNESCO-NGO cooperation framework rationalized and expanded;
- Parliamentarians and civil society involved in programme planning and implementation;
- Triangular partnership at the country level between UNESCO, NGOs and National Commissions strengthened;
- Broader support base for UNESCO created as a result of cooperation with parliamentarians, municipal and local authorities as well as UNESCO Clubs, Centres and Associations.

5. Improving the visibility and image of UNESCO through efficient administration of UNESCO Prizes

12028

The management and promotion of UNESCO Prizes will be further consolidated with the aim of increasing their impact and visibility. The ERC sector will serve as the focal point for the implementation of the UNESCO prize strategy adopted by the Executive Board at its 171st session, ensuring that all new prizes are administered in accordance with the standard model statutes and financial regulations, and seeking to align existing prizes with this new policy.

12029

Expected results at the end of the biennium

- Visibility and impact of UNESCO strengthened through UNESCO Prizes.

6. Strengthening and diversifying extrabudgetary resources in support of programme priorities and in further pursuance of the related Action Plan

12030

UNESCO expects to continue to receive a major part of its resources from extrabudgetary contributions. In order for these contributions to reinforce the strategic programme objectives and the biennial sectoral priorities, projected extrabudgetary activities will be included in an "additional programme" as outlined in the Director-General's Action Plan for improved management of extrabudgetary activities, endorsed by the Executive Board at its 175th session. This additional programme – to be adapted as necessary throughout the biennium to emerging needs, notably flowing from post-conflict and post-disaster situations – will form the basis for the definition and implementation of UNESCO's extrabudgetary resource mobilization strategic plan, under the overall coordination of the Sector for External Relations and Cooperation.

12031

UNESCO's activities will also be guided by the implementation of the "One United Nations" approach at the country level and by the Paris Declaration on Aid Effectiveness (March 2005). Both imply the need to move towards an alignment of international development cooperation (captured in common country programming instruments of the United Nations system, such as UNDAFs, PRSPs or SWAs) with national development strategies under full ownership by the partner country in question. The programming of UNESCO's projected extrabudgetary activities, and the associated resource mobilization, will therefore increasingly need to provide for the policy advice, advocacy, capacity-building and monitoring that UNESCO is providing for the governments of its partner countries.

12032

Beyond the reinforced strategies and modalities for programming of projected extrabudgetary activities, and the associated resource mobilization, initiated during the previous biennium, ERC/CFS will continue its efforts to harmonize and simplify UNESCO's cooperation with funding sources through the application of broadly agreed standard models for the main cooperation instruments. Furthermore, measures will be pursued, notably through training of UNESCO staff and interested National Commissions, to enhance UNESCO's delivery capacity under extrabudgetary contributions with a view to rendering the cooperation activities fully sustainable. Finally, the steps already taken to ensure regular monitoring of extrabudgetary activities, both by senior management and by the governing bodies, with a view to taking remedial action as necessary and to provide overall policy guidance, will be further pursued.

Cooperation with bilateral government funding sources

12033

In addition to measures to strengthen UNESCO's relations with its major government funding sources, efforts will be undertaken to increase the diversification of the funding base through discussions with possible new sources, notably emerging economies. The potential, and added value for UNESCO and the beneficiaries, of enhanced cooperation under self-benefiting funds-in-trust arrangements with interested Member States will be kept under review, as requested by the Executive Board. UNESCO will further reinforce its involvement in South-South cooperation, both through the facilitation of direct funding relations and through triangular arrangements involving traditional funding sources. Finally, innovative funding modalities, such as multi-donor, multi-year funding arrangements with little or no earmarking in favour of large UNESCO programmes will be further explored, as will the potential for enhanced UNESCO involvement in debt-for-development swaps. Extensive consultations with the funding sources, both by groups and individually, will continue to form a major component in these efforts.

Cooperation with multilateral and private funding sources

12034

In follow-up of the review of the cooperation instruments with the major multilateral funding sources – notably the United Nations system, with its multitude of emerging new funds, the multilateral development banks, and the European Commission – undertaken during the previous biennium, ERC/CFS will pursue and intensify relations with these organizations, both as partners in policy analysis and advocacy, and also as funding sources. Particular emphasis will be put on complementarity among multilateral and relevant bilateral funding sources in line with the principle of alignment with approved national development strategies. Furthermore, substantially increased efforts will be deployed to pursue UNESCO's funding relations with non-governmental partners, first and foremost with foundations and the corporate sector, but also with regions and cities, where UNESCO's competence may be put to good use, and perceived as adding value to cooperative efforts.

12035

In the context of an increasing relevance of business and private philanthropic interests to the global development agenda, UNESCO will seek to enhance and diversify cooperative partnerships with the private sector. Such efforts will focus on exploring strategic and sustainable opportunities for mobilizing support to the Organization's mission and strategic programme objectives, notably in conjunction with global, regional and national public-private partnership and corporate citizenship initiatives. The capaci-

ties of the Secretariat, National Commissions and Member States for private sector outreach will be strengthened through specific tools and training activities.

12036

Expected results at the end of the biennium

- Volume of extrabudgetary resources increased with a more diversified resource base;
- Resource mobilization strategic plan implemented involving regular, participatory consultations with actual and potential funding sources;
- Staff capacities for effective programming and implementation of extrabudgetary activities improved.

III.C – Human resources management

Responsible unit: Bureau for Human Resources Management (HRM)

13000 **General Conference resolution 34 C/Res.66 for Human resources management**

The General Conference

1. *Requests* the Director-General to further rationalize the financial resources allocated to Part III.C of document 34 C/5 Approved in particular by optimizing the use of available resources, by increasing the efficiency of current services, by avoiding the creation of new structures, by reducing expenditures related to travel and contractual services, and to report to the governing bodies periodically on potential cost savings in the above-mentioned areas, as well as on the expenditure on the indirect programme costs as budgeted in programme sectors and central services;
2. *Authorizes* the Director-General
 - A. to implement the plan of action in order to:
 - (a) pursue the implementation of the human resources policy framework, ensuring harmonization with United Nations common system policies and practices;
 - (b) pursue the implementation of the medium- and long-term staffing strategy, paying special attention to:
 - (i) the improvement of geographical distribution and gender balance;
 - (ii) mandatory rotation for all international professional staff between Headquarters and duty stations in the field;
 - (iii) the need for achieving wider geographical distribution in the hiring of consultants given the same level of competence among consultants and individual contractors;
 - (c) develop and implement the functionalities of the second phase of the new Human Resource Information Management System;
 - (d) implement the learning and development policy with particular focus on training required for the updating of skills in support of United Nations reform activities at the country level;
 - B. *to allocate* for this purpose an amount of \$16,953,300 for activity costs and \$16,553,200 for staff costs;
3. *Requests* the Director General to report in the statutory reports on the achievement of the following expected results, including information on the cost-efficient use of human and financial resources, particularly in the areas of travel, publications and contractual services, for each of the results reported, following the principles of transparency, efficiency and rationalization:
 - Second phase of the medium- and long-term staffing strategy completed and implemented
 - More equitable geographical distribution and improved gender balance, in particular women at senior levels, achieved

- Geographical mobility of international professional staff between Headquarters and field duty stations ensured
- Harmonization of human resources policy framework with United Nations common framework
- Second phase of the Human Resource Information Management System (STEPS) developed and implemented
- Learning and development programme implemented
- Ethics programme implemented.

13001

The promotion of core values and the reinforcement of a culture of integrity, accountability and transparency will be a priority for the Bureau for Human Resources Management (HRM). To support this objective, an ethics programme will be developed and implemented.

13002

HRM will, as a priority, pursue the implementation of the medium- and long-term staffing strategy. The strategy, which was approved by the General Conference at its 32nd session, covers a six-year period up to 2010. Its objectives are to ensure that UNESCO has the staffing of the highest competence, to ensure effective programme delivery and respond to the needs of Member States, within the C/5 and C/4 frameworks. In 2008-2009, HRM will pursue the implementation of the human resources policy framework, with emphasis on harmonization and alignment with United Nations policies and practices for further integration into a common United Nations framework of business practices and to facilitate the “One United Nations” delivery at the country level. More equitable geographical distribution and improved gender balance, as well as geographical mobility between Headquarters and field, will also be given particular attention.

13003

The first phase of the Human Resource Information Management System (HRIS), covering payroll, personnel administration transactions, organizational and time management, travel and position budgeting and control was completed in 2006-2007, including training of end users. In 2008-2009, subject to the availability of funds, HRM will start developing and implementing the second phase of the HRIS project to cover the remaining human resource transactions and functionalities (including notably workflows, recruitment, staff development and staff training). The overall objective is to have in place, by the end of the biennium, an operational information management system for the entire organization, integrating the programme, finance, budget and human resource functions. Investing in staff through learning and development programmes will continue to be a main axis of action for HRM. Training activities will concentrate on the updating of technical skills and capabilities, to maintain the highest level of competence and to support integration into the “One United Nations” delivery approach.

Expected results at the end of the biennium

Second phase of the medium- and long-term staffing strategy completed and implemented.

More equitable geographical distribution and improved gender balance, in particular women at senior levels, achieved.

Geographical mobility of international professional staff between Headquarters and field duty stations ensured.

Harmonization of human resources policy framework with United Nations common framework.

Performance indicator:

- Human resources policy framework harmonized with United Nations common system policies and practices.
-

Second phase of the Human Resource Information Management System (STEPS) developed and implemented.

Performance indicators:

- Functionalities developed;
 - Users trained;
 - System launched and operational.
-

Learning and development policy implemented.

Performance indicators:

- Training plans established;
 - Training activities carried out;
 - Selected training initiatives evaluated.
-

Ethics programme implemented.

III.D – Accounting, treasury management and financial control

and

III.E – Administration

14000

General Conference resolution 34 C/Res.67 for the Bureau of the Comptroller and for Administration

The General Conference

1. *Requests* the Director-General to further rationalize the financial resources allocated to Part III.D of document 34 C/5 Approved in particular by optimizing the use of available resources, by increasing the efficiency of current services, by avoiding the creation of new structures, by reducing expenditures related to travel and contractual services, and to report to the governing bodies periodically on potential cost savings in the above-mentioned areas, as well as on the expenditure on the indirect programme costs as budgeted in programme sectors and central services;
2. *Authorizes* the Director-General
 - (a) to implement the plan of action aimed at providing support for the effective implementation of UNESCO's programmes and at ensuring the appropriate management of the administrative and common support services, namely:
 - (i) administrative coordination, support and procurement;
 - (ii) accounting, treasury management and financial control;
 - (iii) information systems and telecommunications;
 - (iv) conferences, languages and documents;
 - (v) common services, security, utilities and management of premises and equipment;
 - (vi) maintenance, conservation and renovation of Headquarters premises;
 - (b) to allocate for this purpose an amount of \$45,003,900 for activity costs and \$65,772,600 for staff costs;
3. *Requests* the Director General to report in the statutory reports on the achievement of the following expected results, including information on the cost-efficient use of human and financial resources, particularly in the areas of travel, publications and contractual services, for each of the results reported, following the principles of transparency, efficiency and rationalization:
 - (i) administrative coordination, support and procurement:
 - Organization's administrative policies and procedures implemented
 - Modern procurement systems based on standardization and long-term supply agreements put in place
 - Electronic management resources for procurement and asset management enhanced

- Technical skills improved Organization-wide in support of decentralization of procurement activities
- (ii) accounting, treasury management and financial control:
- Integrated financial management and reporting systems in place
 - Risk-based internal control systems established across the Organization
 - Financial reporting carried out in a timely manner and audited financial statements produced for certification by the External Auditor
 - Financial resources of the Organization managed in an effective and efficient manner, in line with the Financial Regulations and Financial Rules
 - Implementation of the International Public Sector Accounting Standards (IPSAS) project prepared leading to its full adoption by 2010
- (iii) information systems and telecommunications:
- Financial systems aligned with the requirements of International Public Sector Accounting Standards (IPSAS)
 - Enterprise portal implemented for integration between information systems at Headquarters and field units
 - Field offices network reviewed to allow merged data and voice communications
 - Standard best practices for service delivery adopted
 - Internet online access to all UNESCO official documents since 1946 completed
 - Online electronic archival description tool for life-cycle management of UNESCO paper records completed
 - Russian-language and initial Arabic-language versions of UNESCO Thesaurus produced
- (iv) conferences, languages and documents:
- In-house digital printing installed to replace offset printing
 - Methods for quality control of outsourced work improved
 - New document management system (electronic workflow) operational house-wide
 - New electronic room reservation application operational house-wide
- (v) common services, security, utilities and management of premises and equipment:
- Maintenance, upkeep and operation of the technical facilities and installations of Headquarters ensured at a satisfactory level, and risks and negative effects of austerity minimized
 - Optimal use of human and financial resources and of cost-sharing achieved through continuation of austerity measures
 - Safety and security arrangements assessed and adapted
 - Facilities and installations maintained at a satisfactory level in compliance with host country norms and within budgetary allocations
 - Renovation of Building IV, Fontenoy site, completed and Belmont Renovation Plan concluded during the first half of 2009.

III.D – Accounting, treasury management and financial control

Responsible Unit: Bureau of the Comptroller (BOC)

14001

Under delegated authority from the Director-General and in accordance with the Financial Regulations of the Organization, the Bureau of the Comptroller is mainly responsible for:

- (a) custody of funds, both regular and extrabudgetary;
- (b) investment of funds in accordance with the Investment Policy of the Organization with utmost regard to liquidity and security of assets;
- (c) management of the foreign currency, interest and credit risk exposures of the Organization in a prudent manner;
- (d) design, implementation and updating of appropriate internal control systems throughout the Organization in order to ensure that the assets of the Organization are safeguarded, funds are used for authorized purposes only and systems of accountability are strengthened in all areas;
- (e) management of the bank accounts of the Organization and processing of payments at Headquarters;
- (f) keeping proper financial records and the production of financial statements for the governing bodies and donors of extrabudgetary funds, as well as the preparation of timely financial information to support informed decision-making of senior management.

Given the importance attached to accountability, systems of internal financial control and financial reporting to the governing bodies and donors/partners, the former Division of the Comptroller (ADM/DCO) has been transferred from ADM to the central services of the Organization, under the name of Bureau of the Comptroller (BOC). As is the case with the other Bureaux of Central Services, the Director of that Office reports directly to the Director-General.

14002

Under the reform programme of the Director-General, the Bureau of the Comptroller, as owner of financial transaction processes, had the lead in the implementation of the Finance and Budget System (FABS). The successful implementation of FABS at Headquarters and the roll-out of the FI solution to most field offices and institutes has enabled UNESCO to streamline some of its transaction processing leading to efficient and timely production of financial reports. The gains achieved thus far shall be consolidated with the full roll-out of SAP modules to field offices and institutes and the implementation of STEPS, a modern payroll system integrated with FABS. This is expected to generate further efficiency gains, strengthened internal control systems and the provision of real-time financial reporting. The objective is to have in place, by the end of the biennium, an operational Integrated Information Management System (programme, finance, budget and human resources).

14003

BOC will develop risk-based internal control systems, and provide competency training in financial management and control throughout the Organization, with particular attention to field offices. BOC will further work on updating policies, procedures and processes with a view to streamlining its

operations, and doing more with less as well as engaging with the United Nations reform in its areas of competence.

14004

A major undertaking will be the implementation of IPSAS by 2010, which will entail significant changes to the financial management and accounting system as well as in financial reporting of the Organization's accounts. The introduction of IPSAS is likely to result in the revision of the Financial Regulations and related Rules.

14005

Expected results at the end of the biennium

- Integrated financial management and reporting systems in place;
- Risk-based internal control systems established across the Organization;
- Financial reporting carried out in a timely manner and audited financial statements produced for certification by the External Auditor;
- Financial resources of the Organization managed in an effective and efficient manner, in line with the Financial Regulations and Financial Rules;
- Implementation of the IPSAS project prepared, leading to its full adoption by 2010.

III.E – Administration

(Refer to paragraph 14000 for the Resolution text)

Responsible Unit: Sector for Administration (ADM)

- 15001** Under the authority of the Assistant Director-General for Administration (ADM/ADG), ADM is composed of four divisions: the Division of Information Systems and Telecommunications (ADM/DIT), the Division of Conferences, Languages and Documents (ADM/CLD), the Procurement Division (ADM/PRO) and the Headquarters Division (ADM/HQD), which ensure the adequate support for the effective implementation of UNESCO's programmes, with particular regard to information technology, telecommunications, conferences, languages, documents, procurement, common services, security, management of premises and equipment, as well as the maintenance and conservation of Headquarters premises.
- 15002** Under the authority of the Assistant Director-General for Administration, an Executive Office (ADM/EO) ensures the overall coordination of the Sector.
- 15003** Given the importance attached to accountability, systems of internal financial control and financial reporting to the governing bodies and donors/partners, as well as to the proper functioning of the procurement of services, works and goods within the Secretariat, the section of Procurement has been transformed into a fully fledged division within the Administration Sector (ADM), and the Division of the Comptroller (ADM/DCO) has been transferred from ADM to the central services of the Organization, under the name of Bureau of the Comptroller (BOC).

Chapter 1 – Administrative coordination and support

Responsible unit: Executive Office of the Assistant Director-General for Administration (ADM/EO)

- 15101** The Executive Office ensures the effective direction and integrated management of the Administration Sector (ADM) activities in line with the strategic vision and guidance of ADM/ADG. The Executive Office assists ADM/ADG in developing and implementing the strategies that accurately reflect the ADM mandate and is responsible for the coordination of the divisional inputs to the ADM budget and work programmes ensuring that adequate provision is made to meet overall resource requirements within a results-based budgeting framework.
- 15102** The Executive Office oversees the activities of all entities located in the Office of ADM/ADG and ensures that ADM divisions and services receive the required administrative support towards the achievement of their expected results, acting as focal point or interface between ADM and other sectors and bureaux on matters of shared interest and action, continuously maintaining the set of administrative texts up to date.

15103

Expected results at the end of the biennium

- Organization's administrative policies and procedures implemented.

Chapter 2 – Procurement

Responsible unit: Division of Procurement (ADM/PRO)

15201

The Procurement Division is responsible for providing technical and administrative support for the Secretariat's purchases of goods, works and services, enhancing the expertise and capacities for procurement activities implemented in a decentralized manner, as well as managing the Organization's property with particular focus on increased effectiveness, efficiency, economy, transparency and integrity in the use of UNESCO funds for procurement.

15202

Expected results at the end of the biennium

- Modern procurement systems based on standardization and long-term supply agreements put in place.
- Electronic management resources for procurement and asset management enhanced.
- Technical skills improved Organization-wide in support of decentralization of procurement activities.

Chapter 3 – Information systems and telecommunications

Responsible unit: Division of Information Systems and Telecommunications (ADM/DIT)

15301

The main responsibilities of the Division are the provision of information, communication and sound systems infrastructure, organization and storage of archives, records and documents management and acquisition and management of bibliographic resources and published information to the Organization.

15302

The main development activities for the biennium will be focused on aligning the working methods and business processes with other United Nations organizations in view of United Nations reform and the need for simplification and better integration of information systems at Headquarters and field units and on reviewing of the Internet/Extranet/Intranet infrastructure to enable the introduction of a global "Knowledge Management" platform.

15303

The continuous improvement of the services to maximize efficiency and reduce costs, the development of an integrated "Knowledge Centre" to facilitate the organization of and access to information and documentation, further development of electronic archives and records management at all levels of the Secretariat and the promotion of the multilingual UNESCO Thesaurus will contribute to enhance the Organization's accountability, efficiency, knowledge-sharing capability and synergy with other United Nations agencies.

15304

Expected results at the end of the biennium

- Financial systems aligned with the requirements of International Public Sector Accounting Standards (IPSAS).
- Enterprise Portal implemented for integration between information systems at Headquarters and field units.
- Field Offices Network reviewed to allow merged data and voice communications.
- Standard best practices for service delivery adopted.
- Internet online access to all UNESCO official documents since 1946 completed.
- Online electronic archival description tool for life-cycle management of UNESCO paper records completed.
- Russian-language and initial Arabic-language versions of the UNESCO Thesaurus produced.

Chapter 4 – Conferences, languages and documents

Responsible unit: Division of Conferences, Languages and Documents (ADM/CLD)

15401

The Division provides conference services, interpreting services, translation services, and document production and distribution services. ADM/CLD will continue to provide these services, ensuring respect for adequate standards of quality and deadlines.

15402

Efforts will be made to realize efficiencies, in particular through greater utilization of new technologies.

15403

Expected results at the end of the biennium

- In-house digital printing installed to replace offset printing.
- Methods of quality control for outsourced work improved.
- New document management system (electronic workflow) operational house-wide.
- New electronic room reservation application operational house-wide.

Chapter 5 – Common services, security, utilities and management of premises and equipment

Responsible unit: Headquarters Division (ADM/HQD)

15501

In view of the ever-increasing budgetary constraints and rising prices for goods and services, continuing efforts will be made to devise suitable measures with a view to maintaining at a satisfactory level the services for the maintenance, upkeep and operation of the technical facilities and installations, mail distribution, transportation, providing for utilities (electricity, heating, water, etc.), supplies, materials and equipment.

15502 With respect to utilities, austerity measures will be continued and the sectors/bureaux will be encouraged to monitor more stringently their utilization of common service items so as to minimize waste. The system for charging back an increased part of the costs of such services will continue to be implemented.

15503 As concerns security matters, ongoing efforts will be maintained to minimize related risks to the extent possible, given the level of resources available.

15504 Revenue-generating activities (rental of offices, underground parking) will be managed in such a manner as to ensure, to the extent possible, their self-financing.

15505 **Expected results at the end of the biennium**

- Maintenance, upkeep and operation of the technical facilities and installations at Headquarters ensured at a satisfactory level and risks and negative effects of austerity minimized.
- Optimal use of human and financial resources and of cost-sharing achieved through continuation of austerity measures.
- Safety and security arrangements assessed and adapted.

Chapter 6 – Maintenance, conservation and renovation of Headquarters premises

Responsible unit: Headquarters Division (ADM/HQD)

15601 In view of budget constraints and increasing prices for goods and services, continued efforts will be made to maintain at a satisfactory level the maintenance and conservation of Headquarters premises with concentrated efforts on the Miollis/Bonvin site.

15602 In Fontenoy, the renovation of the Headquarters premises within the framework of the Belmont Renovation Plan will be pursued. The bulk of Building IV will be renovated in 2008. Completion of the project is planned for 2009. The Fontenoy renovation budget financed with a loan from the host country is being treated separately under a special account. In that connection, a provision of \$13.4M has been included under this chapter to cover the second biennial repayment of the loan.

15603 The implementation of the fire safety renovation phase of the Miollis/Bonvin Headquarters premises will be continued, depending on the resources available.

15604 **Expected results at the end of the biennium**

- Maintenance, upkeep and operation of the technical facilities and installations of Headquarters ensured, at a satisfactory level, and risks and negative effects of austerity minimized.
- Facilities and installations maintained at a satisfactory level in compliance with host country norms and within budgetary allocations.
- Renovation of Building IV, Fontenoy site completed and Belmont Renovation Plan concluded during the first half of 2009.

Part IV – Anticipated Cost Increases

Part IV

Regular Budget	34 C/5 Approved	Extrabudgetary Resources ⁽¹⁾
	\$	\$
Anticipated Cost Increases	13 731 800	–

(1) Funds already received or firmly committed, including posts financed from FITOCA and/or other extrabudgetary funds (OPF).

In accordance with budgeting techniques approved in 33 C/Resolution 95, the costs of staff, goods and services for Parts I-III of the budget and for the Reserve for reclassification/merit-based promotions have been calculated on the basis of cost estimates as at 31 December 2007. Statutory and inflationary increases that are expected to occur during 2008-2009 are not included in Parts I-III and the Reserve for reclassifications/merit-based promotions, but are set out separately under Part IV of the budget.

The 2008-2009 appropriation for Part IV is \$13,731,800. The use of appropriations under this part of the budget is subject to the prior approval of the Executive Board.

Section 2

Annexes

Annex I – Budget summary by main line of action of regular and extrabudgetary resources

PART	Regular Budget			34 C/5 Approved	Extrabudgetary resources ⁽¹⁾
	Staff	Activities			
	\$	\$	\$	\$	
PART I	GENERAL POLICY AND DIRECTION				
A.	Governing bodies				
1.	General Conference	1 053 500	4 459 900	5 513 400	–
2.	Executive Board	1 717 900	6 164 900	7 882 800	–
	Total, I.A	2 771 400	10 624 800	13 396 200	–
B.	Direction				
3.	Directorate	2 716 000	386 400	3 102 400	–
4.	Office of the Director-General	6 506 800	467 700	6 974 500	536 000
5.	Internal Oversight	5 014 900	1 147 000	6 161 900	882 000
6.	International Standards and Legal Affairs	3 600 600	137 700	3 738 300	–
7.	Ethics Programme	513 100	186 900	700 000	–
	Total, I.B	18 351 400	2 325 700	20 677 100	1 418 000
C.	Participation in the Joint Machinery of the United Nations System				
		–	10 234 600	10 234 600	–
	TOTAL, PART I	21 122 800	23 185 100	44 307 900	1 418 000
PART II	PROGRAMMES AND PROGRAMME-RELATED SERVICES				
A.	Programmes				
I	EDUCATION				
1.1	Global leadership in EFA, coordination of United Nations priorities in education, and development of strong partnerships	11 669 000	5 617 400	17 286 400	11 979 300
1.2	Development of a global framework and networks for capacity development in planning and management of education systems	12 474 000	5 394 200	17 868 200	9 245 300
1.3	Promote policy dialogue, research, set norms and standards	13 758 900	7 319 200	21 078 100	4 100 500
1.4	Provide capacity development and technical support to assist national efforts in achieving the Dakar Goals	19 804 500	15 140 100	34 944 600	42 757 100
	Total, I	57 706 400	33 470 900	91 177 300	68 082 200
	UNESCO education institutes (Regular budget financial allocations may cover the costs of staff and activities)				
	UNESCO International Bureau of Education (IBE)	–	4 591 000	4 591 000	–
	UNESCO International Institute for Educational Planning (IIEP)	–	5 100 000	5 100 000	–
	UNESCO Institute for Lifelong Learning (UIL)	–	2 300 000	2 300 000	–
	UNESCO Institute for Information Technologies in Education (IITE)	–	1 100 000	1 100 000	–
	UNESCO International Institute for Capacity-Building in Africa (IICBA)	–	2 000 000	2 000 000	500 000
	UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC)	–	2 200 000	2 200 000	–
	Total, UNESCO education institutes	–	17 291 000	17 291 000	500 000
	TOTAL, MAJOR PROGRAMME I	57 706 400	50 761 900	108 468 300	68 582 200
II	NATURAL SCIENCES				
II.1	Fostering policies, technical capacity-building, research, networking, education and international cooperation in the fields of water, ecological and earth sciences for enhancing societal responses	16 094 600	10 142 500	26 237 100	21 798 300
II.2	Oceans and coastal zones: improving governance and fostering intergovernmental cooperation through ocean sciences and services	5 459 000	3 754 600	9 213 600	3 475 200
II.3	Promoting science, knowledge and education for disaster preparedness and mitigation, and enhancing national and regional coping capaci- ties, including through support for the development of risk reduction networks and monitoring and assessment measures, such as tsunami early warning systems	1 441 500	1 251 400	2 692 900	3 848 600
II.4	Supporting science, technology and innovation policies for sustainable development and poverty eradication, and developing capacities in basic sciences, energy and engineering	12 421 600	5 194 100	17 615 700	21 849 600
	Total, II	35 416 700	20 342 600	55 759 300	50 971 700

(1) Funds already received or firmly committed, including posts financed from FITOCA and/or other extrabudgetary funds (OPF).

PART	Regular Budget		34 C/5 Approved	Extrabudgetary resources ⁽¹⁾
	Staff	Activities		
	\$	\$	\$	\$
UNESCO science institutes <i>(Regular budget financial allocation may cover the costs of staff and activities)</i>				
UNESCO-IHE Institute for Water Education (UNESCO-IHE)	–	–	–	64 930 000
The International Centre for Theoretical Physics (ICTP)	–	1 015 000	1 015 000	59 185 800
Total, UNESCO science institutes	–	1 015 000	1 015 000	124 115 800
TOTAL, MAJOR PROGRAMME II	35 416 700	21 357 600	56 774 300	175 087 500
III SOCIAL AND HUMAN SCIENCES				
III.1 Promoting the ethics of science and technology, with emphasis on bioethics	4 427 300	2 777 900	7 205 200	49 900
III.2 Enhancing research-policy linkages in the field of social development and policies relating to physical education and sports	9 430 300	4 407 100	13 837 400	1 532 100
III.3 Promoting philosophical reflection, human rights in UNESCO's fields of competence and the fight against racism and discrimination	5 652 100	2 502 200	8 154 300	8 423 100
TOTAL, MAJOR PROGRAMME III	19 509 700	9 687 200	29 196 900	10 005 100
IV CULTURE				
IV.1 Protecting and conserving immovable cultural and natural properties, in particular through the effective implementation of the World Heritage Convention	9 451 900	4 314 900	13 766 800	24 385 800
IV.2 Safeguarding living heritage, particularly through the promotion and implementation of the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage	5 119 300	3 222 100	8 341 400	2 758 800
IV.3 Enhancing the protection of cultural objects, the fight against illicit trafficking in them, and the development of museums, particularly in developing countries	4 490 400	2 932 400	7 422 800	4 938 000
IV.4 Protecting and promoting the diversity of cultural expressions through the implementation of the 2005 Convention and development of cultural and creative industries	5 525 200	3 300 800	8 826 000	2 960 500
IV.5 Promoting the understanding and development of intercultural dialogue and peace	4 208 100	1 550 300	5 758 400	957 100
IV.6 Mainstreaming within national policies of the links between cultural diversity, intercultural dialogue and sustainable development	5 366 800	1 900 400	7 267 200	2 300 500
TOTAL, MAJOR PROGRAMME IV	34 161 700	17 220 900	51 382 600	38 300 700
V COMMUNICATION AND INFORMATION				
V.1 Promoting an enabling environment for freedom of expression and freedom of information	3 589 100	2 267 300	5 856 400	–
V.2 Fostering universal access to information and the development of infrastructures	6 567 800	4 178 700	10 746 500	36 483 700
V.3 Promoting the development of free, independent and pluralistic media and community participation in sustainable development through community media	5 491 100	4 178 700	9 669 800	5 721 600
V.4 Strengthening the role of communication and information in fostering mutual understanding, peace and reconciliation, particularly in conflict and post-conflict areas	3 589 000	2 058 200	5 647 200	–
TOTAL, MAJOR PROGRAMME V	19 237 000	12 682 900	31 919 900	42 205 300
UNESCO Institute for Statistics <i>(Regular budget financial allocation may cover the costs of staff and activities)</i>	–	9 020 000	9 020 000	–
Field – Management of decentralized programmes	45 473 600	–	45 473 600	920 700
Total, II.A	211 505 100	120 730 500	332 235 600	335 101 500
B. Participation Programme	–	18 800 000	18 800 000	–
C. Programme-related services				
1. Coordination and monitoring of action to benefit Africa	3 552 100	1 103 000	4 655 100	378 700
2. Fellowships programme	639 200	1 136 700	1 775 900	608 800
3. Public information	11 247 700	2 565 800	13 813 500	1 138 600

(1) Funds already received or firmly committed, including posts financed from FITOCA and/or other extrabudgetary funds (OPF).

PART	Regular Budget		34 C/5 Approved	Extrabudgetary resources ⁽¹⁾
	Staff	Activities		
	\$	\$	\$	\$
4. Strategic planning and programme monitoring	4 991 500	935 800	5 927 300	246 600
5. Budget preparation and monitoring	4 278 000	593 300	4 871 300	1 569 600
6. Anticipation and foresight	929 300	426 000	1 355 300	–
Total, II.C	25 637 800	6 760 600	32 398 400	3 942 300
TOTAL, PART II	237 142 900	146 291 100	383 434 000	339 043 800
PART III SUPPORT FOR PROGRAMME EXECUTION AND ADMINISTRATION				
A. Field management and coordination <i>(HQ activities and field offices' operating costs)</i>	4 536 700	19 642 100	24 178 800	2 252 000
B. External relations and cooperation	16 433 900	3 130 600	19 564 500	4 729 100
C. Human resources management	16 553 200	16 953 300	33 506 500	617 600
D. Accounting, treasury management and financial control	8 359 500	2 684 100	11 043 600	1 593 100
E. Administration				
1. Administrative coordination and support	3 398 400	230 500	3 628 900	356 000
2. Procurement	2 590 100	72 000	2 662 100	617 600
3. Information systems and telecommunications	12 889 400	9 006 500	21 895 900	2 473 500
4. Conferences, languages and documents	21 744 500	2 852 800	24 597 300	1 034 000
5. Common services, security, utilities and management of premises and equipment	16 790 700	10 958 000	27 748 700	4 200 000
6. Maintenance, conservation and renovation of Headquarters premises	–	19 200 000	19 200 000	–
Total, III.E	57 413 100	42 319 800	99 732 900	8 681 100
TOTAL, PART III	103 296 400	84 729 900	188 026 300	17 872 900
TOTAL, PARTS I - III	361 562 100	254 206 100	615 768 200	358 334 700
Reserve for reclassifications/merit based promotions	2 000 000	–	2 000 000	–
PART IV ANTICIPATED COST INCREASES	9 835 500	3 896 300	13 731 800	–
TOTAL	373 397 600	258 102 400	631 500 000	358 334 700
<i>Absorption to be made under Part I and/or Part III</i>	–	(500 000)	(500 000)	–
TOTAL, PARTS I - IV	373 397 600	257 602 400	631 000 000	358 334 700

(1) Funds already received or firmly committed, including posts financed from FITOCA and/or other extrabudgetary funds (OPF).

Annex II – Summary of regular programme established posts by grade for 2008–2009

Sector/Unit	Posts in the professional category and above (Headquarters and Field)											General service posts	Local posts	TOTAL
	DG	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-1/ P-2	NPO	Total			
PART I – GENERAL POLICY AND DIRECTION														
A. Governing bodies														
General Conference (GC)	–	–	–	1	–	–	1	–	–	–	2	2	–	4
Executive Board (EXB)	–	–	–	1	–	–	1	–	2	–	4	4	–	8
B. Direction <i>(including: Directorate, Office of the Director-General, Internal Oversight, International Standards and Legal Affairs, and the Ethics Programme)</i>	1	1	–	4	2	11	10	9	13	–	51	27	–	78
TOTAL, PART I	1	1	–	6	2	11	12	9	15	–	57	33	–	90
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES														
A. Programmes														
Education Sector (ED)	–	–	1	3	6	29	56	53	21	28	197	55	4	256
Natural Sciences Sector (SC) <i>(of which IOC)</i>	–	–	2	1	3	25	21	26	18	9	105	55	–	160
	–	–	1	–	–	5	3	–	1	–	10	12	–	22
Social and Human Sciences Sector (SHS)	–	–	1	–	3	11	17	14	10	5	61	25	–	86
Culture Sector (CLT) <i>(of which WHC)</i>	–	–	1	1	5	8	19	45	23	12	114	48	1	163
	–	–	–	1	2	–	7	7	5	–	22	15	–	37
Communication and Information Sector (CI)	–	–	1	1	2	10	15	15	7	12	63	25	–	88
Field – Management of decentralized programmes (BFC)	–	–	–	6	34	17	4	8	29	5	103	–	295	398
C. Programme-related services														
Coordination and monitoring of action to benefit Africa (AFR)	–	–	1	–	–	2	2	2	2	1	10	6	–	16
Fellowships Programme (FEL)	–	–	–	–	–	–	–	–	–	–	–	5	–	5
Public information (BPI)	–	–	–	1	–	4	7	13	2	–	27	30	–	57
Strategic planning and programme monitoring (BSP)	–	–	1	–	2	4	3	1	2	–	13	6	–	19
Budget preparation and monitoring (BB)	–	–	–	1	1	3	1	4	4	–	14	5	–	19
Anticipation and foresight (FOR)	–	–	–	1	–	–	–	–	2	–	3	1	–	4
TOTAL, PART II	–	–	8	15	56	113	145	181	120	72	710	261	300	1 271
PART III – SUPPORT FOR PROGRAMME EXECUTION AND ADMINISTRATION														
A. Field management and coordination (BFC)														
	–	–	–	1	1	1	4	3	2	–	12	8	–	20
B. External relations and cooperation (ERC)														
	–	–	1	1	1	8	10	10	9	–	40	40	–	80
C. Human resources management (HRM)														
	–	–	–	1	1	6	7	11	11	–	37	49	–	86
D. Accounting, treasury management and financial control (BOC)														
	–	–	–	1	1	2	5	6	7	–	22	19	–	41
E. Administration (ADM)														
	–	–	1	–	4	18	28	25	13	–	89	248	–	337
TOTAL, PART III	–	–	2	4	8	35	54	55	42	–	200	364	–	564
GRAND TOTAL, PARTS I - III	1	1	10	25	66	159	211	245	177	72	967	658	300	1 925

	DG	DDG	ADG	Director	Professional and National Professional	General Service and Field Local	TOTAL	
							Posts	Cost
								\$
Culture Sector (CLT)								
	REGULAR PROGRAMME:							
			1	6	64	48	119	25 048 600
					43	1	44	9 113 100
			1	6	107	49	163	34 161 700
	<i>(of which WHC)</i>							
				3	19	15	37	7 887 100
			3	19	15	37	7 887 100	
	EXTRABUDGETARY							
					9		9	2 250 600
					4		4	908 600
Communication and Information Sector (CI)								
	REGULAR PROGRAMME:							
			1	3	28	25	57	12 612 000
					31		31	6 625 000
			1	3	59	25	88	19 237 000
	EXTRABUDGETARY							
					2		2	504 200
Field – Management of decentralized programmes (BFC)								
	REGULAR PROGRAMME:							
				40	63	295	398	45 473 600
				40	63	295	398	45 473 600
	EXTRABUDGETARY							
					3		3	920 700
C. Programme-related services								
Coordination and monitoring of action to benefit Africa (AFR)								
	REGULAR PROGRAMME:							
			1		7	6	14	3 181 600
					2		2	370 500
			1		9	6	16	3 552 100
	EXTRABUDGETARY							
					1		1	378 700
Fellowships Programme (FEL)								
	REGULAR PROGRAMME:							
						5	5	639 200
						5	5	639 200
	EXTRABUDGETARY							
					2		2	608 800
Public information (BPI)								
	REGULAR PROGRAMME:							
				1	25	30	56	10 850 000
					1		1	397 700
				1	26	30	57	11 247 700
	EXTRABUDGETARY							
					2	4	6	1 133 600
Strategic planning and programme monitoring (BSP)								
	REGULAR PROGRAMME:							
			1	2	10	6	19	4 991 500
			1	2	10	6	19	4 991 500
	EXTRABUDGETARY							
					1		1	246 600
Budget preparation and monitoring (BB)								
	REGULAR PROGRAMME:							
				2	12	5	19	4 278 000
				2	12	5	19	4 278 000
	EXTRABUDGETARY							
					5	4	9	1 569 600
Anticipation and foresight (FOR)								
	REGULAR PROGRAMME:							
				1	2	1	4	929 300
				1	2	1	4	929 300
	EXTRABUDGETARY							
TOTAL, PART II								
	REGULAR PROGRAMME:							
			8	29	303	261	601	129 582 500
				42	328	300	670	107 560 400
			8	71	631	561	1 271	237 142 900
	EXTRABUDGETARY							
					41	10	51	13 005 200

	DG	DDG	ADG	Director	Professional and National Professional	General Service and Field Local	TOTAL	
							Posts	Cost
								\$
PART III – SUPPORT FOR PROGRAMME EXECUTION AND ADMINISTRATION								
A. Field management and coordination (BFC)	REGULAR PROGRAMME:							
				2	10	8	20	4 536 700
				2	10	8	20	4 536 700
					1		1	210 000
B. External relations and cooperation (ERC)	REGULAR PROGRAMME:							
			1	2	34	40	77	15 481 400
					3		3	952 500
			1	2	37	40	80	16 433 900
				1	12	7	20	4 729 100
C. Human resources management (HRM)	REGULAR PROGRAMME:							
				2	35	49	86	16 553 200
				2	35	49	86	16 553 200
					1	1	2	513 300
D. Accounting, treasury management and financial control (BOC)	REGULAR PROGRAMME:							
				2	20	19	41	8 359 500
				2	20	19	41	8 359 500
					3	6	9	1 593 100
E. Administration (ADM)	REGULAR PROGRAMME:							
			1	4	84	248	337	57 413 100
			1	4	84	248	337	57 413 100
					12	40	52	8 637 100
TOTAL, PART III	REGULAR PROGRAMME:							
			2	12	183	364	561	102 343 900
					3		3	952 500
			2	12	186	364	564	103 296 400
				1	29	54	84	15 682 600
TOTAL PARTS I - III	REGULAR PROGRAMME:							
	1	1	10	49	533	658	1 252	253 049 200
				42	331	300	673	108 512 900
	1	1	10	91	864	958	1 925	361 562 100
Reserve for reclassifications/ merit based promotions								2 000 000
	1	1	10	91	864	958	1 925	363 562 100
				1	74	64	139	29 904 100

The above extrabudgetary figures do not include 10 posts (\$2,064,000) for UNESCO Staff and Loan Services (USLS).

Annex IV – Summary of decentralization by region

List of field offices (excluding UNESCO institutes and centres)

Africa

Cluster Offices and Regional Bureaux

Accra
Addis Ababa
Bamako
Dakar, and Regional Bureau for Education
Dar es Salaam
Harare
Libreville
Nairobi, and Regional Bureau for Science
Windhoek
Yaoundé

National Offices

Abuja
Brazzaville
Bujumbura
Kinshasa
Maputo

Arab States

Cluster Offices and Regional Bureaux

Beirut, and Regional Bureau for Education
Cairo, and Regional Bureau for Science
Doha
Rabat

National Offices

Amman
Iraq
Ramallah
Khartoum

Asia and the Pacific

Cluster Offices and Regional Bureaux

Almaty
Apia
Bangkok, and Regional Bureau for Education
Beijing
Jakarta, and Regional Bureau for Science
New Delhi
Tehran

National Offices

Dhaka
Hanoi
Islamabad
Kabul
Kathmandu
Phnom Penh
Tashkent

Europe and North America

Cluster Offices and Regional Bureaux

Moscow
Venice, and Regional Bureau for Science and Culture in Europe (Italy)

Liaison Offices with the United Nations System

Geneva
New York

Latin America and the Caribbean

Cluster Offices and Regional Bureaux

Havana, and Regional Bureau for Culture
Kingston
Montevideo, and Regional Bureau for Science
Quito
San José
Santiago, and Regional Bureau for Education

National Offices

Brasilia
Guatemala
Lima
Mexico
Port-au-Prince

**Table 1 – Regular programme by region and by main line of action/units
Extrabudgetary funds by main line of action/units (ED, SC, SHS, CLT, CI, UIS, BFC, AFR, BPI, ERC)**

Regular Budget								34 C/5 Approved	Decentralized extrabudgetary resources ⁽¹⁾
Major Programme/Main line of action/Unit	HQ	Field					Total Field		
		Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean			
	\$	\$	\$	\$	\$	\$	\$	\$	
EDUCATION									
I. Staff (established posts) ⁽²⁾	28 467 600 49.3%	8 866 000 15.4%	5 665 700 9.8%	7 614 600 13.2%	2 084 500 3.6%	5 008 000 8.7%	29 238 800 50.7%	57 706 400 100.0%	1 489 500
II. Activities									
I.1	3 736 100	395 000	243 900	858 000	–	384 400	1 881 300	5 617 400	–
I.2	2 255 400	880 500	524 900	724 700	259 500	749 200	3 138 800	5 394 200	–
I.3	3 561 000	1 804 500	262 700	1 113 000	336 300	241 700	3 758 200	7 319 200	999 000
I.4	1 737 800	5 341 100	2 022 300	3 755 600	190 000	2 093 300	13 402 300	15 140 100	23 328 600
UNESCO education institutes IICBA and IESALC	–	2 000 000	–	–	–	2 200 000	4 200 000	4 200 000	500 000
Total Activities⁽³⁾	11 290 300 30.0%	10 421 100 27.7%	3 053 800 8.1%	6 451 300 17.1%	785 800 2.1%	5 668 600 15.0%	26 380 600 70.0%	37 670 900 100.0%	24 827 600
Total, ED (excl. IBE, IIEP, UIL, IITE)	39 757 900 41.7%	19 287 100 20.2%	8 719 500 9.1%	14 065 900 14.7%	2 870 300 3.0%	10 676 600 11.2%	55 619 400 58.3%	95 377 300 100.0%	26 317 100
UNESCO education institutes IBE, IIEP, UIL, IITE							13 091 000	13 091 000	–
Total, ED (incl. IBE, IIEP, UIL, IITE)	39 757 900 36.7%						68 710 400 63.3%	108 468 300 100.0%	26 317 100

(1) Funds already received or firmly committed, including posts financed from FITOCA and/or other extrabudgetary funds (OPF).

(2) Established posts do not include UNESCO education institutes (the costs related to established posts of the institutes are included in the financial allocation).

(3) Excluding the education institutes for which the distribution of activities by region is not available (IBE, IIEP, UIL, IITE).

		Regular Budget						34 C/5 Approved	Decentralized extrabudgetary resources ⁽¹⁾	
Major Programme/Main line of action/Unit	HQ	Field					Total Field			
		Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean				
	\$	\$	\$	\$	\$	\$	\$	\$		
NATURAL SCIENCES										
I.	Staff (established posts)	24 251 000 68.5%	3 473 600 9.8%	1 443 400 4.1%	2 987 600 8.4%	1 780 900 5.0%	1 480 200 4.2%	11 165 700 31.5%	35 416 700 100.0%	–
II.	Activities									
	II.1	6 305 500	1 229 400	669 000	933 900	163 400	841 300	3 837 000	10 142 500	3 674 600
	II.2	3 465 600	50 000	20 000	85 000	–	134 000	289 000	3 754 600	1 305 600
	II.3	877 900	94 700	78 500	107 400	–	92 900	373 500	1 251 400	–
	II.4	3 387 300	538 100	292 000	410 500	219 100	347 100	1 806 800	5 194 100	20 351 300
	UNESCO science institutes ICTP and IHE	–	261 700	194 600	232 400	144 600	181 700	1 015 000	1 015 000	124 115 800
	Total Activities	14 036 300 65.7%	2 173 900 10.2%	1 254 100 5.9%	1 769 200 8.3%	527 100 2.5%	1 597 000 7.5%	7 321 300 34.3%	21 357 600 100.0%	149 447 300
	Total, SC	38 287 300 67.4%	5 647 500 9.9%	2 697 500 4.8%	4 756 800 8.4%	2 308 000 4.1%	3 077 200 5.4%	18 487 000 32.6%	56 774 300 100.0%	149 447 300
	Total, SC (excluding institutes)	38 287 300 68.7%	5 385 800 9.7%	2 502 900 4.5%	4 524 400 8.1%	2 163 400 3.9%	2 895 500 5.2%	17 472 000 31.3%	55 759 300 100.0%	25 331 500
SOCIAL AND HUMAN SCIENCES										
I.	Staff (established posts)	14 333 700 73.5%	1 396 900 7.2%	790 600 4.1%	1 818 800 9.3%	98 900 0.5%	1 070 800 5.5%	5 176 000 26.5%	19 509 700 100.0%	–
II.	Activities									
	III.1	1 268 200	469 700	250 000	270 000	210 000	310 000	1 509 700	2 777 900	–
	III.2	2 309 400	547 200	500 500	488 200	140 000	421 800	2 097 700	4 407 100	875 000
	III.3	1 573 800	378 400	275 000	75 000	30 000	170 000	928 400	2 502 200	3 291 700
	Total Activities	5 151 400 53.2%	1 395 300 14.4%	1 025 500 10.6%	833 200 8.6%	380 000 3.9%	901 800 9.3%	4 535 800 46.8%	9 687 200 100.0%	4 166 700
	Total, SHS	19 485 100 66.7%	2 792 200 9.6%	1 816 100 6.2%	2 652 000 9.1%	478 900 1.6%	1 972 600 6.8%	9 711 800 33.3%	29 196 900 100.0%	4 166 700

(1) Funds already received or firmly committed, including posts financed from FITOCA and/or other extrabudgetary funds (OPF).

Major Programme/Main line of action/Unit	Regular Budget							34 C/5 Approved	Decentralized extrabudgetary resources ⁽¹⁾
	HQ	Field					Total Field		
		Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean			
	\$	\$	\$	\$	\$	\$	\$	\$	
CULTURE									
I. Staff (established posts)	25 048 600 73.3%	2 356 200 6.9%	1 166 000 3.4%	2 483 300 7.3%	1 270 500 3.7%	1 837 100 5.4%	9 113 100 26.7%	34 161 700 100.0%	317 700
II. Activities									
IV.1	2 372 900	525 000	400 000	455 000	221 000	341 000	1 942 000	4 314 900	13 556 200
IV.2	1 853 500	464 900	251 100	377 900	40 400	234 300	1 368 600	3 222 100	1 990 300
IV.3	1 524 800	337 000	310 000	320 000	112 600	328 000	1 407 600	2 932 400	873 300
IV.4	1 882 800	425 000	232 000	425 000	55 000	281 000	1 418 000	3 300 800	1 059 300
IV.5	852 600	206 300	125 500	145 300	70 000	150 600	697 700	1 550 300	708 400
IV.6	988 400	280 000	208 000	184 000	60 000	180 000	912 000	1 900 400	2 121 100
Total Activities	9 475 000 55.0%	2 238 200 13.0%	1 526 600 8.9%	1 907 200 11.1%	559 000 3.2%	1 514 900 8.8%	7 745 900 45.0%	17 220 900 100.0%	20 308 600
Total, CLT	34 523 600 67.2%	4 594 400 8.9%	2 692 600 5.2%	4 390 500 8.5%	1 829 500 3.6%	3 352 000 6.5%	16 859 000 32.8%	51 382 600 100.0%	20 626 300
COMMUNICATION AND INFORMATION									
I. Staff (established posts)	12 612 000 65.6%	2 081 600 10.8%	1 124 800 5.8%	1 765 700 9.2%	270 600 1.4%	1 382 300 7.2%	6 625 000 34.4%	19 237 000 100.0%	–
II. Activities									
V.1	1 135 300	370 500	144 100	329 300	41 100	247 000	1 132 000	2 267 300	–
V.2	1 880 400	752 200	292 500	668 600	83 600	501 400	2 298 300	4 178 700	16 239 700
V.3	1 880 400	752 200	292 500	668 600	83 600	501 400	2 298 300	4 178 700	5 461 400
V.4	926 200	370 400	144 100	329 300	41 200	247 000	1 132 000	2 058 200	–
Total Activities	5 822 300 45.9%	2 245 300 17.7%	873 200 6.9%	1 995 800 15.7%	249 500 2.0%	1 496 800 11.8%	6 860 600 54.1%	12 682 900 100.0%	21 701 100
Total, CI	18 434 300 57.8%	4 326 900 13.6%	1 998 000 6.3%	3 761 500 11.8%	520 100 1.6%	2 879 100 9.0%	13 485 600 42.2%	31 919 900 100.0%	21 701 100
Subtotal, Major Programme Activities (excl. IBE, IIEP, UIL, IITE)	45 775 300 46.4%	18 473 800 18.7%	7 733 200 7.9%	12 956 700 13.1%	2 501 400 2.5%	11 179 100 11.3%	52 844 200 53.6%	98 619 500 100.0%	220 451 300
Subtotal, Major Programme Activities (incl. IBE, IIEP, UIL, IITE)	45 775 300 41.0%						65 935 200 59.0%	111 710 500 100.0%	220 451 300

(1) Funds already received or firmly committed, including posts financed from FITOCA and/or other extrabudgetary funds (OPF).

Regular Budget								34 C/5 Approved	Decentralized extrabudgetary resources ⁽¹⁾
Major Programme/Main line of action/Unit	HQ	Field					Total Field		
		Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean			
	\$	\$	\$	\$	\$	\$	\$	\$	
UNESCO Institute for Statistics									
II. Activities ⁽⁴⁾	–	–	–	–	–	–	9 020 000	9 020 000	–
Field – Management of decentralized programmes									
I. Staff (established posts)	–	11 547 800	6 837 500	11 369 400	5 194 400	10 524 500	45 473 600	45 473 600	920 700
Subtotal, Part II. A (excl. IBE, IIER, UIL, IITE, UIS)	150 488 200	48 195 900	24 761 200	40 996 100	13 201 200	32 482 000	159 636 400	310 124 600	223 179 200
	48.5%	15.5%	8.0%	13.2%	4.3%	10.5%	51.5%	100.0%	
Subtotal, Part II. A (incl. financial allocation for all institutes)	150 488 200						181 747 400	332 235 600	223 179 200
	45.3%						54.7%	100.0%	
Part II. C									
Coordination and monitoring of action to benefit Africa									
I. Staff (established posts)	3 181 600	370 500	–	–	–	–	370 500	3 552 100	320 300
II. Activities	803 000	300 000	–	–	–	–	300 000	1 103 000	–
Public information									
I. Staff (established posts)	10 850 000	–	–	–	397 700	–	397 700	11 247 700	–
II. Activities (operating costs)	2 485 100	–	–	21 200	59 500	–	80 700	2 565 800	–
Subtotal, Part II. C	17 319 700	670 500	–	21 200	457 200	–	1 148 900	18 468 600	320 300
	93.8%	3.7%	–	0.1%	2.5%	–	6.2%	100.0%	
Part III									
A. Field management and coordination									
I. Staff (established posts)	4 536 700	–	–	–	–	–	–	4 536 700	–
II. Activities (field operating costs)	2 160 100	5 594 200	2 447 500	4 895 000	1 048 900	3 496 400	17 482 000	19 642 100	2 042 000
B. External relations and cooperation									
I. Staff (established posts)	15 481 400	–	–	–	952 500	–	952 500	16 433 900	–
II. Activities	3 130 600	–	–	–	–	–	–	3 130 600	–
Subtotal, Part III	25 308 800	5 594 200	2 447 500	4 895 000	2 001 400	3 496 400	18 434 500	43 743 300	2 042 000
	57.9%	12.8%	5.6%	11.2%	4.6%	8.0%	42.1%	100.0%	

(1) Funds already received or firmly committed, including posts financed from FITOCA and/or other extrabudgetary funds (OPF).

(4) The distribution of the UIS activities by region is not yet available.

Major Programme/Main line of action/Unit	Regular Budget							34 C/5 Approved	Decentralized extrabudgetary resources ⁽¹⁾
	HQ	Field					Total Field		
		Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean			
\$	\$	\$	\$	\$	\$	\$	\$	\$	
Total, Staff	138 762 600	30 092 600	17 028 000	28 039 400	12 050 000	21 302 900	108 512 900	247 275 500	3 048 200
	56.1%	12.2%	6.9%	11.3%	4.9%	8.6%	43.9%	100.0%	
Total, Activities (excl. IBE, IIEP, UIL, HTE, UIS)	54 354 100	24 368 000	10 180 700	17 872 900	3 609 800	14 675 500	70 706 900	125 061 000	222 493 300
	43.5%	19.5%	8.1%	14.3%	2.9%	11.7%	56.5%	100.0%	
Total, Activities (incl. all institutes)	54 354 100						92 817 900	147 172 000	222 493 300
	36.9%						63.1%	100.0%	
TOTAL	193 116 700						201 330 800	394 447 500	225 541 500
	49.0%						51.0%	100.0%	

(1) Funds already received or firmly committed, including posts financed from FITOCA and/or other extrabudgetary funds (OPF).

	Regular Budget	Extrabudgetary
	\$	\$
34 C/5 Approved	631 000 000	358 334 700
Decentralized funds	201 330 800	225 541 500
Decentralization rate	31.9%	62.9%

Table 2 – Regular budget established posts in the field by region and by category

Major Programme/Sector/Unit	Region/Number of posts in the Field																			Field Total		
	Africa				Arab States				Asia and the Pacific				Europe and North America				Latin America and the Caribbean					
	D	P/NPO	Local	Total	D	P/NPO	Local	Total	D	P/NPO	Local	Total	D	P/NPO	Local	Total	D	P/NPO	Local		Total	
MP I – ED ⁽¹⁾	–	40	–	40	1	17	4	22	–	34	–	34	1	6	–	7	–	23	–	23	126	
MP II – SC	–	15	–	15	–	7	–	7	–	12	–	12	–	6	–	6	–	6	–	6	46	
MP III – SHS	–	7	–	7	–	3	–	3	–	7	–	7	–	1	–	1	–	4	–	4	22	
MP IV – CLT	–	12	–	12	–	5	–	5	–	13	–	13	–	4	1	5	–	9	–	9	44	
MP V – CI	–	11	–	11	–	5	–	5	–	8	–	8	–	1	–	1	–	6	–	6	31	
Field – Management	11	17	74	102	5	12	39	56	9	16	90	115	5	6	26	37	10	12	66	88	398	
Total, Part II.A⁽²⁾	11	102	74	187	6	49	43	98	9	90	90	189	6	24	27	57	10	60	66	136	667	
Part II.C																						
AFR	–	2	–	2	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	2	
BPI	–	–	–	–	–	–	–	–	–	–	–	–	–	1	–	1	–	–	–	–	1	
Part III																						
ERC	–	–	–	–	–	–	–	–	–	–	–	–	–	3	–	3	–	–	–	–	3	
Total, Decentralization	11	104	74	189	6	49	43	98	9	90	90	189	6	28	27	61	10	60	66	136	673	
%⁽³⁾				28%				15%				28%				9%				20%	100%	

(1) Excluding UNESCO institutes.

(2) Excluding UIS.

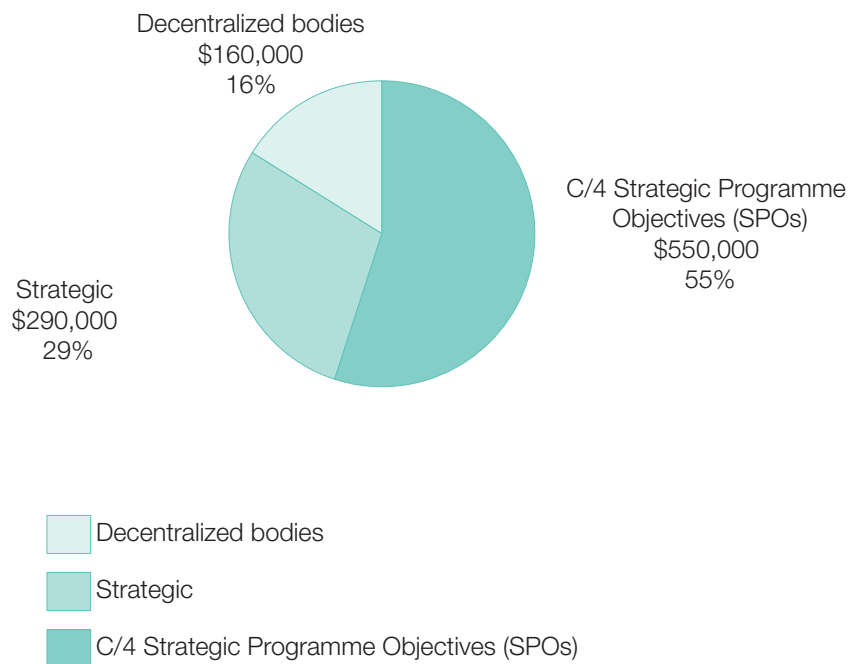
(3) This % shows the weight of each region in UNESCO's field network in terms of the number of posts in the field.

Total posts	1 925
Posts decentralized	673
% of posts decentralized	35%

Annex V – Evaluation Plan for 2008-2009

The Evaluation Plan below is based on the 34 C/4 long-term Evaluation Plan. It is a result of extensive consultations with sectors on key evaluation priorities, and it is consistent with the UNESCO Evaluation Strategy (176 EX/26). The Evaluation Plan covers all components of the evaluation universe, i.e. C/4 strategic programme objectives (SPOs), strategic evaluations, and decentralized bodies. Each SPO evaluation will comprise activities that are expected to contribute to the particular SPO. This will include activities funded through the regular budget and a representative sample of extrabudgetary funded activities. The total estimated cost of carrying out the evaluations for the biennium is \$1 million.⁽¹⁾ The chart below shows that 55% of the estimated required funds for evaluations will be for C/4 strategic programme objectives (SPOs), with the next largest element being for the strategic evaluations at \$290,000 (29%), followed by funding for evaluations of decentralized bodies evaluations at \$160,000 (16%).

Estimated evaluation funding required by evaluation category



(1) This figure excludes the funding for those evaluations for which funding is provided by donors in the field offices.

Evaluation Universe	Evaluation title, focus and scope	Report Submission Date
<p><i>C/4 strategic programme objectives (SPOs)</i></p>	<p>Evaluation of SPO 3: Leveraging scientific knowledge for the benefit of the environment and the management of natural resources</p> <p>This evaluation will assess progress towards achieving the objectives (listed below) of this SPO and how progress might be enhanced through improving programme policy, design and delivery:</p> <ul style="list-style-type: none"> • UNESCO's leadership for United Nations system activities in the areas of freshwater and the oceans at the global and national levels firmly established, including in United Nations system country programming exercises • Global monitoring reports produced periodically for the state of freshwater and oceans • Principles and guidelines for science-based sustainable management of natural resources agreed upon and implemented in all regions through national policies 	<p><i>December 2008</i></p>
	<p>Evaluation of SPO 6: Promoting principles, practices and ethical norms relevant to scientific and technological development</p> <p>This evaluation will assess progress towards achieving the objectives (listed below) of this SPO and how progress might be enhanced through improving programme policy, design and delivery:</p> <ul style="list-style-type: none"> • Normative instruments pertaining to the ethics of science and technology adopted by UNESCO reflected at national levels through pertinent legislation • National bodies/mechanisms dealing with the ethics of science and technology, in particular with issues related to bioethics supported in all regions • Democratic debate at the national and regional levels about ethical implications of advances in science and technology fostered, in particular by ensuring networking and exchange of best practices and experiences 	<p><i>December 2009</i></p>
	<p>Evaluation of SPO 14: Support through UNESCO's domains to countries in post-conflict situations and post-disaster situations</p> <p>This evaluation will assess progress towards achieving the objectives (listed below) of this SPO and how progress might be enhanced through improving programme policy, design and delivery:</p> <ul style="list-style-type: none"> • Planning capacities of authorities in affected countries enhanced in UNESCO's fields of competence to address humanitarian, recovery, reconstruction and reconciliation priorities • Timely and targeted assistance provided to affected populations and institutions within UNESCO fields of competence as part of the United Nations' humanitarian, early recovery and reconstruction response • UNESCO input integrated in United Nations common needs assessments, OCHA consolidated appeals, and strategic, programmatic and funding frameworks • International standards and instruments in the field of education, culture, science and media applicable in post-conflict and post-disaster situations implemented • Safety and security of educational, scientific, cultural and media professionals affected by conflicts strengthened • Capacities of regional organizations active in UNESCO's fields of competence in conflict prevention and peace-building efforts enhanced 	<p><i>December 2008</i></p>
	<p>Evaluation of SPO 4: Fostering policies and capacity-building in science, technology and innovation</p> <p>This evaluation will assess progress towards achieving the objectives (listed below) of this SPO and how progress might be enhanced through improving programme policy, design and delivery:</p> <ul style="list-style-type: none"> • Evidence-based national science, technology and innovation policies adopted by Member States in all regions, especially in Africa • Global monitoring of science and technology (S&T) capacities and trends carried out 	<p><i>December 2009</i></p>

Evaluation Universe	Evaluation title, focus and scope	Report Submission Date
	<ul style="list-style-type: none"> • Institutional and human capacities in the basic and engineering sciences and energy strengthened at all educational levels, notably in Africa, LDCs and SIDS and benefiting female students • Governments assisted in the development of national policies pertaining to renewable and alternative energies and sustainable energy management. 	
	<p>Evaluation of SPO 1 and SPO 2 – Phase I: Mid-term evaluation of C/5 biennial sectoral priorities</p> <p>This evaluation will assess the extent to which the 34 C/5 biennial sectoral priorities for the ED Sector were achieved:</p> <p>(a) leading education for all (EFA) by ensuring global coordination and providing assistance to Member States to achieve the EFA goals and education-related Millennium Development Goals (MDGs) based on the Global Action Plan (GAP); and</p> <p>(b) fostering literacy and quality education for all at all levels and through both formal and non-formal lifelong learning, with particular emphasis on Africa, gender equality, youth, LDCs, SIDS as well as the most vulnerable segments of society, including indigenous peoples, and education for sustainable development.</p> <p>The evaluation will also assess progress towards achieving the objectives (listed below) of these biennial sectoral priorities and how progress might be enhanced through improving programme policy, design and delivery:</p> <ul style="list-style-type: none"> • Political commitment raised and allocation of financial resources for EFA increased at the global and national levels, particularly in Africa • Progress towards EFA goals at the global, regional and country level regularly monitored and used as input for evidence-based policies by Member States • Literacy integrated in national education systems and plans, especially in Africa, as well as in United Nations common country programming exercises in all regions, building on the United Nations Literacy Decade and Plan of Action 2003-2012 • Institutional capacities in Member States enhanced to through the Global Action Plan improve access for learners at all levels. • Quality education in Member States promoted with a special emphasis on education for peace • Higher education and teacher training fully integrated into national education plans and systems, especially in Africa • Educational norms and standards to foster the right to education developed, disseminated and monitored at country level • Member States in all regions assisted in integrating ICTs in teaching and learning processes at all levels • Member States advised on integrating sustainable development into curricula and learning process aimed at achieving the objectives of UNDESD • Member States in all regions assisted in developing comprehensive education sector HIV and AIDS responses <p>The evaluation will also examine the impact of the Education Sector reform on the implementation of the biennial sectoral priorities.</p>	December 2009
	<p>Evaluation of SPO 11: Sustainably protecting and enhancing cultural heritage</p> <p>This evaluation will assess progress towards achieving the objectives (listed below) of this SPO and how progress might be enhanced through improving programme policy, design and delivery:</p> <ul style="list-style-type: none"> • The preservation of cultural heritage and its effects on development, social cohesion and peace integrated into national and local policies • National conservation policies and processes revised to take account of global trends such as climate changes, urbanization and migration • New forms of international cooperation developed to strengthen the application of 1970 Convention • Role of museums recognized by decision-makers as part of formal and non-formal education programmes. 	December 2009

Evaluation Universe	Evaluation title, focus and scope	Report Submission Date
	<p>Evaluation of SPO 13: Fostering pluralistic free and independent media and infostructures</p> <p>This evaluation will assess progress towards achieving the objectives (listed below) of this SPO and how progress might be enhanced through improving programme policy, design and delivery:</p> <ul style="list-style-type: none"> • Integrated communication and information policies conforming with the principles of press freedom, independent and pluralistic media and contributing to the development of infostructures adopted by Member States • Communication and information components integrated in United Nations inter-agency strategies for conflict prevention, peace-building and good governance • Assistance provided to Member States, especially in Africa and SIDS, on pluralistic media and infostructures supportive of democratic practices, accountability and good governance 	<i>December 2009</i>
Strategic Evaluations	<p>Evaluation of UNESCO Recruitment Policy and Practice</p> <p>UNESCO requires a competent and efficient workforce to effectively deliver the C/4 Medium Term Strategy. Recruitment policy and practice are critical components of building UNESCO's human capital. This evaluation will assess the efficiency, effectiveness and impacts of UNESCO recruitment policy and practice, and will provide recommendations on any key areas for improvement.</p>	<i>April 2008</i>
	<p>Evaluation of UNESCO's capacities to deliver document 34 C/4</p> <p>UNESCO's performance will be judged according to how well it delivers the Medium-Term Strategy (MTS). It is therefore essential that early in the period of the MTS that all stakeholders have assurance of success in this regard. This evaluation will assess the risks that might threaten the achievement of the mandate. In particular, the evaluation will assess UNESCO's capacities in terms of: staffing, finance, management systems and processes, to meet the C/4 strategic objectives. It will identify key risks and gaps in capacities and recommend actions which need to be taken to fully achieve the C/4 strategic objectives.</p>	<i>June 2008</i>
Decentralized bodies	<p>Evaluation of eight pilot locations</p> <p>This evaluation will focus on eight pilot countries of the United Nations Reform Scheme, i.e. Viet Nam, Pakistan, United Republic of Tanzania, Mozambique, Albania, Uruguay, Cape Verde and Rwanda.</p> <p>These evaluations will take place in two phases. First, evaluations of UNESCO's contribution to making "Delivering as One" at country level work will be undertaken. These will feed into evaluations undertaken jointly with other United Nations agencies to assess the achievements and challenges in each pilot country.</p>	<i>December 2008</i>
	<p>Evaluations of activities funded by donors in field offices</p> <p>15 UNESCO field offices will be undertaking in total 32 evaluations of activities which are funded by donors, i.e. Kinshasa – 1 evaluation, Yaoundé – 1, Bangkok – 2, Hanoi – 1, Iraq – 4, Jakarta – 5, Islamabad – 5, Dhaka – 1, Port-au-Prince – 1, San Jose – 2, Santiago – 1, Brasilia – 4, Moscow – 1, Doha – 1 and Rabat – 2.</p> <p>IOS will provide technical support and backstopping, as well as quality-assuring final reports</p>	<i>Throughout 2008-2009</i>

Annex VI – Regular budget summary by main object of expenditure

Regular Budget														
Principal Appropriation Line	Cost of established posts		Temporary assistance	Delegates' and participants' travel	Staff travel	Contractual services	General operating expenses	Supplies and materials	Acquisition of furniture and equipment	Acquisition and improvement of premises	Financial allocations/ Fellowships/ contributions	Contracts with NGOs (framework agreements)	Other expenditure	Total of the estimates for 2008-2009
	Headquarters	Field												
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
PART I GENERAL POLICY AND DIRECTION														
A. Governing bodies														
1. General Conference	1 053 500	–	2 961 900	120 000	6 000	434 000	925 000	3 000	10 000	–	–	–	–	5 513 400
2. Executive Board	1 717 900	–	3 833 900	1 810 000	–	–	479 300	23 200	18 500	–	–	–	–	7 882 800
Total, Part I.A	2 771 400	–	6 795 800	1 930 000	6 000	434 000	1 404 300	26 200	28 500	–	–	–	–	13 396 200
B. Direction														
3. Directorate	2 716 000	–	77 900	3 400	212 400	–	38 700	34 200	19 800	–	–	–	–	3 102 400
4. Office of the Director-General	6 506 800	–	72 200	15 500	110 600	16 300	110 600	31 500	110 000	–	–	–	1 000	6 974 500
5. Internal Oversight	5 014 900	–	10 000	–	267 000	788 400	31 600	20 000	30 000	–	–	–	–	6 161 900
6. International Standards and Legal Affairs	3 600 600	–	31 700	–	20 000	30 000	22 000	15 000	19 000	–	–	–	–	3 738 300
7. Ethics Programme	513 100	–	20 000	–	20 000	100 000	35 000	5 000	5 000	–	–	–	1 900	700 000
Total, Part I.B	18 351 400	–	211 800	18 900	630 000	934 700	237 900	105 700	183 800	–	–	–	2 900	20 677 100
C. Participation in the Joint Machinery of the United Nations System														
	–	–	–	–	50 000	2 500 000	–	–	–	1 000 000	–	–	6 684 600	10 234 600
TOTAL, PART I	21 122 800	–	7 007 600	1 948 900	686 000	3 868 700	1 642 200	131 900	212 300	1 000 000	–	–	6 687 500	44 307 900
PART II PROGRAMMES AND PROGRAMME-RELATED SERVICES														
A. Programmes														
I Education	28 467 600	29 238 800	4 500 000	4 500 000	5 500 000	14 620 900	2 000 000	1 000 000	1 200 000	–	17 291 000	–	150 000	108 468 300
II Natural sciences	24 251 000	11 165 700	3 392 200	2 548 500	2 212 700	8 487 700	869 500	311 800	628 200	–	1 895 100	802 300	209 600	56 774 300
III Social and human sciences	14 333 700	5 176 000	500 000	2 200 000	1 000 000	3 710 000	300 000	600 000	500 000	–	–	786 000	91 200	29 196 900
IV Culture	25 048 600	9 113 100	3 247 100	1 899 700	2 017 100	6 556 500	1 621 500	352 100	623 200	–	487 400	225 000	191 300	51 382 600
V Communication and information	12 612 000	6 625 000	900 000	1 300 000	1 400 000	6 582 900	1 400 000	200 000	300 000	–	350 000	–	250 000	31 919 900
UNESCO Institute for Statistics	–	–	–	–	–	–	–	–	–	–	9 020 000	–	–	9 020 000
Field – Management of decentralized programmes	–	45 473 600	–	–	–	–	–	–	–	–	–	–	–	45 473 600
Total, Part II.A	104 712 900	106 792 200	12 539 300	12 448 200	12 129 800	39 958 000	6 191 000	2 463 900	3 251 400	–	29 043 500	1 813 300	892 100	332 235 600
B. Participation Programme														
	–	–	–	–	–	–	–	–	–	–	18 800 000	–	–	18 800 000
C. Programme-related services														
1. Coordination and monitoring of action to benefit Africa	3 181 600	370 500	95 000	80 000	223 000	292 000	208 500	26 000	44 500	–	–	–	134 000	4 655 100
2. Fellowships Programme	639 200	–	4 000	–	4 000	2 700	38 400	5 000	7 000	–	1 075 600	–	–	1 775 900
3. Public information	10 850 000	397 700	445 000	3 600	171 800	1 205 700	316 700	108 000	315 000	–	–	–	–	13 813 500
4. Strategic planning and programme monitoring	4 991 500	–	230 100	3 000	368 000	120 000	66 000	65 000	25 000	–	–	–	58 700	5 927 300
5. Budget preparation and monitoring	4 278 000	–	9 000	–	45 000	462 300	20 700	22 800	33 500	–	–	–	–	4 871 300
6. Anticipation and foresight	929 300	–	20 000	30 600	35 000	230 000	60 000	20 000	20 000	–	–	–	10 400	1 355 300
Total, Part II.C	24 869 600	768 200	803 100	117 200	846 800	2 312 700	710 300	246 800	445 000	–	1 075 600	–	203 100	32 398 400
TOTAL, PART II	129 582 500	107 560 400	13 342 400	12 565 400	12 976 600	42 270 700	6 901 300	2 710 700	3 696 400	–	48 919 100	1 813 300	1 095 200	383 434 000
PART III SUPPORT FOR PROGRAMME EXECUTION AND ADMINISTRATION														
A. Field management and coordination														
1. Headquarters	4 536 700	–	56 000	–	171 000	237 000	56 100	20 000	57 000	–	–	–	13 000	5 146 800
2. Field running costs	–	–	4 867 400	–	1 692 500	311 000	8 832 300	1 000 000	970 000	298 800	–	–	1 060 000	19 032 000
Total, Part III.A	4 536 700	–	4 923 400	–	1 863 500	548 000	8 888 400	1 020 000	1 027 000	298 800	–	–	1 073 000	24 178 800
B. External relations and cooperation	15 481 400	952 500	326 200	528 000	569 900	1 176 100	311 100	76 700	127 600	–	–	–	15 000	19 564 500
C. Human resources management	16 553 200	–	1 396 800	110 000	363 800	332 200	201 400	39 400	59 100	–	–	–	14 450 600	33 506 500
D. Accounting, treasury management and financial control	8 359 500	–	90 000	–	80 000	100 000	96 100	–	–	–	1 000 000	–	1 318 000	11 043 600
E. Administration	57 413 100	–	3 025 900	145 000	217 000	903 900	15 933 700	1 085 000	1 813 400	1 300 000	–	–	4 495 900	86 332 900
Belmont Plan Loan Repayment	–	–	–	–	–	–	–	–	–	13 400 000	–	–	–	13 400 000
TOTAL, PART III	102 343 900	952 500	9 762 300	783 000	3 094 200	3 060 200	25 430 700	2 221 100	3 027 100	14 998 800	1 000 000	–	21 352 500	188 026 300
TOTAL, PARTS I – III	253 049 200	108 512 900	30 112 300	15 297 300	16 756 800	49 199 600	33 974 200	5 063 700	6 935 800	15 998 800	49 919 100	1 813 300	29 135 200	615 768 200
Reserve for reclassifications / merit based promotions	–	–	–	–	–	–	–	–	–	–	–	–	–	2 000 000
PART IV ANTICIPATED COST INCREASES														
	–	–	–	–	–	–	–	–	–	–	–	–	13 731 800	13 731 800
TOTAL	253 049 200	108 512 900	30 112 300	15 297 300	16 756 800	49 199 600	33 974 200	5 063 700	6 935 800	15 998 800	49 919 100	1 813 300	44 867 000	631 500 000
<i>Absorption to be made under Part I and/or Part III</i>														<i>(500 000)</i>
TOTAL, PARTS I – IV														631 000 000

Annex VII – Summary of extrabudgetary operational projects by source of fund and region

The figures shown in this table represent funds already received or firmly committed, including the costs of posts financed from FITOCA and/or other extrabudgetary funds (OPF).

Part	Region	2008-2009						Total
		United Nations Sources		Other Sources				
		UNDP	Others	Funds-in-Trust		Others (Development Banks and Associate Experts)	Voluntary contributions & special accounts	
				Donated	Self-Benefiting			
\$	\$	\$	\$	\$	\$	\$		
PART I	GENERAL POLICY AND DIRECTION							
A.	Governing bodies							
	1. General Conference	–	–	–	–	–	–	–
	2. Executive Board	–	–	–	–	–	–	–
	Total, I.A – Interregional	–	–	–	–	–	–	–
B.	Direction							
	3. Directorate	–	–	–	–	–	–	–
	4. Office of the Director-General	–	–	536 000	–	–	–	536 000
	5. Internal Oversight	–	–	680 300	–	–	201 700	882 000
	6. International Standards and Legal Affairs	–	–	–	–	–	–	–
	7. Ethics Programme	–	–	–	–	–	–	–
	Total, I.B – Interregional	–	–	1 216 300	–	–	201 700	1 418 000
C.	Participation in the Joint Machinery of the United Nations System	–	–	–	–	–	–	–
	Total, PART I – Interregional	–	–	1 216 300	–	–	201 700	1 418 000
PART II	PROGRAMMES AND PROGRAMME-RELATED SERVICES							
A.	Programmes							
I	EDUCATION							
	Staff – Africa	–	–	341 300	–	–	–	341 300
	Staff – Arab States	–	–	381 000	–	–	–	381 000
	Staff – Asia and the Pacific	–	–	767 200	–	–	–	767 200
	Staff – Europe and North America	–	–	–	–	–	–	–
	Staff – Latin America and the Caribbean	–	–	–	–	–	–	–
	Staff – Interregional	–	–	2 126 100	–	–	–	2 126 100
	<i>Total, Staff</i>	–	–	<i>3 615 600</i>	–	–	–	<i>3 615 600</i>
I.1	Africa	–	–	–	–	–	–	–
	Arab States	–	–	–	–	–	–	–
	Asia and the Pacific	–	–	–	–	–	–	–
	Europe and North America	–	–	–	–	–	–	–
	Latin America and the Caribbean	–	–	–	–	–	–	–
	Interregional	–	9 600 000	360 000	–	–	688 000	10 648 000
	<i>Total, I.1</i>	–	<i>9 600 000</i>	<i>360 000</i>	–	–	<i>688 000</i>	<i>10 648 000</i>
I.2	Africa	–	–	–	–	–	–	–
	Arab States	–	–	–	–	–	–	–
	Asia and the Pacific	–	–	–	–	–	–	–
	Europe and North America	–	–	–	–	–	–	–
	Latin America and the Caribbean	–	–	–	–	–	–	–
	Interregional	–	–	900 000	–	–	–	900 000
	<i>Total, I.2</i>	–	–	<i>900 000</i>	–	–	–	<i>900 000</i>
I.3	Africa	–	50 000	195 000	–	–	–	245 000
	Arab States	–	–	–	–	–	–	–
	Asia and the Pacific	–	–	150 000	–	–	–	150 000
	Europe and North America	–	–	–	–	–	–	–
	Latin America and the Caribbean	–	–	–	–	–	–	–
	Interregional	–	631 100	2 434 000	–	95 500	8 010 000	11 170 600
	<i>Total, I.3</i>	–	<i>681 100</i>	<i>2 779 000</i>	–	<i>95 500</i>	<i>8 010 000</i>	<i>11 565 600</i>
I.4	Africa	–	–	3 421 300	226 600	1 911 200	–	5 559 100
	Arab States	500 000	6 600 000	380 000	100 000	–	–	7 580 000
	Asia and the Pacific	–	44 000	2 091 300	–	–	–	2 135 300
	Europe and North America	–	200 000	–	–	–	–	200 000
	Latin America and the Caribbean	–	40 000	89 000	12 325 200	–	–	12 454 200
	Interregional	–	–	500 000	–	–	12 924 400	13 424 400
	<i>Total, I.4</i>	<i>500 000</i>	<i>6 884 000</i>	<i>6 481 600</i>	<i>12 651 800</i>	<i>1 911 200</i>	<i>12 924 400</i>	<i>41 353 000</i>

Part	Region	2008-2009						Total
		United Nations Sources		Other Sources				
		UNDP	Others	Funds-in-Trust		Others (Development Banks and Associate Experts)	Voluntary contri- butions & special accounts	
				Donated	Self-Benefiting			
		\$	\$	\$	\$	\$	\$	
UNESCO education institutes								
	IBE	-	-	-	-	-	-	-
	IIEP	-	-	-	-	-	-	-
	UIL	-	-	-	-	-	-	-
	IITE	-	-	-	-	-	-	-
	IICBA	-	-	500 000	-	-	-	500 000
	IESALC	-	-	-	-	-	-	-
	Total, UNESCO education institutes	-	-	500 000	-	-	-	500 000
Total, Major Programme I		500 000	17 165 100	14 636 200	12 651 800	2 006 700	21 622 400	68 582 200
II NATURAL SCIENCES								
	Staff – Africa	-	-	-	-	-	-	-
	Staff – Arab States	-	-	-	-	-	-	-
	Staff – Asia and the Pacific	-	-	-	-	-	-	-
	Staff – Europe and North America	-	-	-	-	-	-	-
	Staff – Latin America and the Caribbean	-	-	-	-	-	-	-
	Staff – Interregional	-	-	1 003 000	-	-	-	1 003 000
	<i>Total, Staff</i>	-	-	<i>1 003 000</i>	-	-	-	<i>1 003 000</i>
II.1	Africa	-	1 195 300	477 400	-	-	-	1 672 700
	Arab States	-	-	616 700	-	-	-	616 700
	Asia and the Pacific	-	-	200 000	-	-	-	200 000
	Europe and North America	-	-	186 100	-	-	-	186 100
	Latin America and the Caribbean	-	-	309 100	1 731 400	-	-	2 040 500
	Interregional	-	-	14 630 600	-	-	1 817 000	16 447 600
	<i>Total, II.1</i>	-	<i>1 195 300</i>	<i>16 419 900</i>	<i>1 731 400</i>	-	<i>1 817 000</i>	<i>21 163 600</i>
II.2	Africa	-	-	-	-	-	-	-
	Arab States	-	-	-	769 800	-	-	769 800
	Asia and the Pacific	-	-	-	-	-	-	-
	Europe and North America	-	-	-	-	-	-	-
	Latin America and the Caribbean	-	-	-	535 800	-	-	535 800
	Interregional	-	-	229 600	-	-	1 940 000	2 169 600
	<i>Total, II.2</i>	-	-	<i>229 600</i>	<i>1 305 600</i>	-	<i>1 940 000</i>	<i>3 475 200</i>
II.3	Africa	-	-	-	-	-	-	-
	Arab States	-	-	-	427 600	-	-	427 600
	Asia and the Pacific	-	-	-	-	-	-	-
	Europe and North America	-	-	-	-	-	-	-
	Latin America and the Caribbean	-	-	-	-	-	-	-
	Interregional	-	-	1 861 000	-	-	1 560 000	3 421 000
	<i>Total, II.3</i>	-	-	<i>1 861 000</i>	<i>427 600</i>	-	<i>1 560 000</i>	<i>3 848 600</i>
II.4	Africa	-	-	-	-	-	70 000	70 000
	Arab States	-	-	-	600 000	-	3 000 000	3 600 000
	Asia and the Pacific	-	-	-	-	-	-	-
	Europe and North America	-	-	929 000	-	-	-	929 000
	Latin America and the Caribbean	-	-	-	6 452 300	-	-	6 452 300
	Interregional	-	-	-	-	-	10 430 000	10 430 000
	<i>Total, II.4</i>	-	-	<i>929 000</i>	<i>7 052 300</i>	-	<i>13 500 000</i>	<i>21 481 300</i>
UNESCO science institutes								
	IHE	-	-	64 930 000	-	-	-	64 930 000
	ICTP	-	4 973 700	54 212 100	-	-	-	59 185 800
	Total, UNESCO science institutes	-	4 973 700	119 142 100	-	-	-	124 115 800
	- Interregional	-	4 973 700	119 142 100	-	-	-	124 115 800
Total, Major Programme II		-	6 169 000	139 584 600	10 516 900	-	18 817 000	175 087 500
III SOCIAL AND HUMAN SCIENCES								
	Staff – Africa	-	-	-	-	-	-	-
	Staff – Arab States	-	-	-	-	-	-	-
	Staff – Asia and the Pacific	-	-	-	-	-	-	-
	Staff – Europe and North America	-	-	-	-	-	-	-
	Staff – Latin America and the Caribbean	-	-	-	-	-	-	-
	Staff – Interregional	-	-	773 800	-	-	-	773 800
	<i>Total, Staff</i>	-	-	<i>773 800</i>	-	-	-	<i>773 800</i>

Part	Region	2008-2009						Total
		United Nations Sources		Other Sources				
		UNDP	Others	Funds-in-Trust		Others (Development Banks and Associate Experts)	Voluntary contri- butions & special accounts	
				Donated	Self-Benefiting			
		\$	\$	\$	\$	\$	\$	
III.1	Africa	—	—	—	—	—	—	—
	Arab States	—	—	—	—	—	—	—
	Asia and the Pacific	—	—	—	—	—	—	—
	Europe and North America	—	—	—	—	—	—	—
	Latin America and the Caribbean	—	—	—	—	—	—	—
	Interregional	—	—	—	—	—	—	—
	<i>Total, III.1</i>	—	—	—	—	—	—	—
III.2	Africa	—	—	—	—	—	342 100	342 100
	Arab States	—	—	—	—	—	—	—
	Asia and the Pacific	—	—	—	—	—	—	—
	Europe and North America	—	—	—	—	—	—	—
	Latin America and the Caribbean	—	—	145 000	387 900	—	—	532 900
	Interregional	—	—	—	—	—	—	—
	<i>Total, III.2</i>	—	—	145 000	387 900	—	342 100	875 000
III.3	Africa	—	—	—	—	—	—	—
	Arab States	—	—	—	—	—	50 000	50 000
	Asia and the Pacific	—	—	—	—	—	—	—
	Europe and North America	—	—	—	—	—	—	—
	Latin America and the Caribbean	—	—	—	3 291 700	—	—	3 291 700
	Interregional	—	—	—	—	—	5 014 600	5 014 600
	<i>Total, III.3</i>	—	—	—	3 291 700	—	5 064 600	8 356 300
	Total, Major Programme III	—	—	918 800	3 679 600	—	5 406 700	10 005 100
IV	CULTURE							
	Staff - Africa	—	—	—	—	—	—	—
	Staff - Arab States	—	—	317 700	—	—	—	317 700
	Staff - Asia and the Pacific	—	—	—	—	—	—	—
	Staff - Europe and North America	—	—	—	—	—	—	—
	Staff - Latin America and the Caribbean	—	—	—	—	—	—	—
	Staff - Interregional	—	—	1 932 900	—	—	—	1 932 900
	<i>Total, Staff</i>	—	—	2 250 600	—	—	—	2 250 600
IV.1	Africa	—	425 000	1 605 300	—	—	23 000	2 053 300
	Arab States	—	5 000 000	946 700	339 300	—	2 000	6 288 000
	Asia and the Pacific	—	1 575 000	4 027 800	—	—	336 000	5 938 800
	Europe and North America	—	—	2 197 300	—	—	101 000	2 298 300
	Latin America and the Caribbean	—	1 900 000	534 600	726 200	—	—	3 160 800
	Interregional	—	750 000	1 430 000	250 000	160 000	1 095 000	3 685 000
	<i>Total, IV.1</i>	—	9 650 000	10 741 700	1 315 500	160 000	1 557 000	23 424 200
IV.2	Africa	—	—	750 800	—	—	—	750 800
	Arab States	—	—	156 500	—	—	—	156 500
	Asia and the Pacific	—	—	523 500	—	—	—	523 500
	Europe and North America	—	—	353 000	—	—	—	353 000
	Latin America and the Caribbean	—	—	504 900	—	—	—	504 900
	Interregional	—	—	25 400	—	—	—	25 400
	<i>Total, IV.2</i>	—	—	2 314 100	—	—	—	2 314 100
IV.3	Africa	—	—	239 800	—	—	—	239 800
	Arab States	—	—	920 500	10 000	—	2 084 800	3 015 300
	Asia and the Pacific	—	—	895 800	—	—	—	895 800
	Europe and North America	—	—	349 400	—	—	—	349 400
	Latin America and the Caribbean	—	—	94 700	—	—	—	94 700
	Interregional	—	—	—	—	10 000	70 000	80 000
	<i>Total, IV.3</i>	—	—	2 500 200	10 000	10 000	2 154 800	4 675 000
IV.4	Africa	—	—	248 100	—	—	75 000	323 100
	Arab States	—	—	108 300	—	—	—	108 300
	Asia and the Pacific	—	—	230 500	—	—	—	230 500
	Europe and North America	—	—	272 700	—	—	50 000	322 700
	Latin America and the Caribbean	—	—	149 700	—	—	—	149 700
	Interregional	—	—	900 000	—	—	464 000	1 364 000
	<i>Total, IV.4</i>	—	—	1 909 300	—	—	589 000	2 498 300

Part	Region	2008-2009						Total
		United Nations Sources		Other Sources				
		UNDP	Others	Funds-in-Trust		Others (Development Banks and Associate Experts)	Voluntary contri- butions & special accounts	
				Donated	Self-Benefiting			
		\$	\$	\$	\$	\$	\$	
IV.5	Africa	–	–	132 900	–	–	–	132 900
	Arab States	–	–	68 500	–	–	–	68 500
	Asia and the Pacific	–	–	145 800	–	–	20 000	165 800
	Europe and North America	–	–	229 400	–	–	–	229 400
	Latin America and the Caribbean	–	–	94 700	–	–	117 100	211 800
	Interregional	–	–	100 000	–	–	9 000	109 000
	<i>Total, IV.5</i>	–	–	<i>771 300</i>	–	–	<i>146 100</i>	<i>917 400</i>
IV.6	Africa	–	–	1 482 700	–	–	–	1 482 700
	Arab States	–	–	168 500	–	–	–	168 500
	Asia and the Pacific	–	–	145 800	–	–	–	145 800
	Europe and North America	–	–	229 400	–	–	–	229 400
	Latin America and the Caribbean	–	–	94 700	–	–	–	94 700
	Interregional	–	–	–	–	–	100 000	100 000
	<i>Total IV.6</i>	–	–	<i>2 121 100</i>	–	–	<i>100 000</i>	<i>2 221 100</i>
	Total, Major Programme IV	–	9 650 000	22 608 300	1 325 500	170 000	4 546 900	38 300 700
V	COMMUNICATION AND INFORMATION							
	Staff – Africa	–	–	–	–	–	–	–
	Staff – Arab States	–	–	–	–	–	–	–
	Staff – Asia and the Pacific	–	–	–	–	–	–	–
	Staff – Europe and North America	–	–	–	–	–	–	–
	Staff – Latin America and the Caribbean	–	–	–	–	–	–	–
	Staff – Interregional	–	–	504 200	–	–	–	504 200
	<i>Total, Staff</i>	–	–	<i>504 200</i>	–	–	–	<i>504 200</i>
V.1	Africa	–	–	–	–	–	–	–
	Arab States	–	–	–	–	–	–	–
	Asia and the Pacific	–	–	–	–	–	–	–
	Europe and North America	–	–	–	–	–	–	–
	Latin America and the Caribbean	–	–	–	–	–	–	–
	Interregional	–	–	–	–	–	–	–
	<i>Total, V.1</i>	–	–	–	–	–	–	–
V.2	Africa	–	–	–	–	–	–	–
	Arab States	–	–	–	20 000 000	–	–	20 000 000
	Asia and the Pacific	–	–	–	–	–	–	–
	Europe and North America	–	–	–	–	–	–	–
	Latin America and the Caribbean	–	–	60 000	16 179 700	–	–	16 239 700
	Interregional	–	–	–	–	–	–	–
	<i>Total, V.2</i>	–	–	<i>60 000</i>	<i>36 179 700</i>	–	–	<i>36 239 700</i>
V.3	Africa	–	–	1 461 400	–	–	1 440 000	2 901 400
	Arab States	–	–	–	–	–	320 000	320 000
	Asia and the Pacific	–	–	–	–	–	1 440 000	1 440 000
	Europe and North America	–	–	–	–	–	–	–
	Latin America and the Caribbean	–	–	–	–	–	800 000	800 000
	Interregional	–	–	–	–	–	–	–
	<i>Total, V.3</i>	–	–	<i>1 461 400</i>	–	–	<i>4 000 000</i>	<i>5 461 400</i>
V.4	Africa	–	–	–	–	–	–	–
	Arab States	–	–	–	–	–	–	–
	Asia and the Pacific	–	–	–	–	–	–	–
	Europe and North America	–	–	–	–	–	–	–
	Latin America and the Caribbean	–	–	–	–	–	–	–
	Interregional	–	–	–	–	–	–	–
	<i>Total, V.4</i>	–	–	–	–	–	–	–
	Total, Major Programme V	–	–	2 025 600	36 179 700	–	4 000 000	42 205 300
	UNESCO Institute for Statistics	–	–	–	–	–	–	–
	Field – Management of decentralized programmes	–	–	920 700	–	–	–	920 700
	TOTAL, II.A	500 000	32 984 100	180 694 200	64 353 500	2 176 700	54 393 000	335 101 500

Part	Region	2008-2009						Total
		United Nations Sources		Other Sources				
		UNDP	Others	Funds-in-Trust		Others (Development Banks and Associate Experts)	Voluntary contri- butions & special accounts	
				Donated	Self-Benefiting			
		\$	\$	\$	\$	\$	\$	
B. Participation Programme		–	–	–	–	–	–	–
C. Programme-related Services								
1. Coordination and monitoring of action to benefit Africa		–	–	378 700	–	–	–	378 700
2. Fellowships Programme		–	–	608 800	–	–	–	608 800
3. Public information		–	–	1 133 600	–	–	5 000	1 138 600
4. Strategic Planning and Programme Monitoring		–	–	246 600	–	–	–	246 600
5. Budget Preparation and Monitoring		–	–	1 569 600	–	–	–	1 569 600
6. Anticipation and foresight		–	–	–	–	–	–	–
Total, II.C		–	–	3 937 300	–	–	5 000	3 942 300
TOTAL, PART II		500 000	32 984 100	184 631 500	64 353 500	2 176 700	54 398 000	339 043 800
PART III SUPPORT FOR PROGRAMME EXECUTION AND ADMINISTRATION								
A. Field management and coordination		–	–	2 252 000	–	–	–	2 252 000
B. External relations and cooperation		–	–	4 729 100	–	–	–	4 729 100
C. Human resources management		–	–	513 300	–	104 300	–	617 600
D. Accounting, treasury management and financial control		–	–	1 593 100	–	–	–	1 593 100
E. Administration								
1. Administrative coordination and support		–	–	178 000	–	–	–	178 000
2. Procurement		–	–	617 600	–	–	–	617 600
3. Information systems and telecommunications		–	–	2 473 500	–	–	–	2 473 500
4. Conferences, languages and documents		–	–	1 034 000	–	–	–	1 034 000
5. Common services, security, utilities and management of premises and equipment		–	–	4 334 000	–	–	44 000	4 378 000
6. Maintenance, conservation and renovation of Headquarters premises		–	–	–	–	–	–	–
Total, III.E		–	–	8 637 100	–	–	44 000	8 681 100
TOTAL, PART III		–	–	17 724 600	–	104 300	44 000	17 872 900
GRAND TOTAL		500 000	32 984 100	203 572 400	64 353 500	2 281 000	54 643 700	358 334 700
SUMMARY BY REGION								
Africa		–	1 670 300	11 176 300	226 600	1 911 200	1 950 100	16 934 500
Arab States		500 000	11 600 000	4 833 000	22 246 700	–	5 456 800	44 636 500
Asia and the Pacific		–	1 619 000	9 499 700	–	–	1 796 000	12 914 700
Europe and North America		–	200 000	6 288 300	–	–	151 000	6 639 300
Latin America and the Caribbean		–	1 940 000	2 406 500	41 630 200	–	917 100	46 893 800
Interregional		–	15 954 800	169 368 600	250 000	369 800	44 372 700	230 315 900
GRAND TOTAL		500 000	32 984 100	203 572 400	64 353 500	2 281 000	54 643 700	358 334 700

Annex VIII – Summary of self-financing funds (extrabudgetary)

This summary contains the essential administrative and budget data concerning extrabudgetary resources – self-financing funds, which appear under the Parts and Chapters of the Programme and Budget for 2008–2009 to which they relate.

(a) Special Accounts for Support Costs levied on Extrabudgetary Activities

INCOME		EXPENDITURE	
	Total		Total
	\$	\$	\$
A. Funds-in-Trust Overhead Costs Account (FITOCA) is funded by the support costs deducted from trust funds in order to defray UNESCO's costs in connection with the administrative and technical backstopping of projects	39 612 600	A. Funds-in-Trust Overhead Costs Account (FITOCA) Personnel costs: Established posts (84) 21 612 600 Other costs 18 000 000 Total, A. 39 612 600	39 612 600
B. UNDP Administrative and Operational Services Account is funded by the reimbursement of support costs for the execution by UNESCO of projects funded by UNDP	270 000	B. UNDP Administrative and Operational Services Account Other costs 270 000	270 000
C. UNDP Technical Support Services Support Cost Accounts are funded by the staff earnings from SPPD* and STS** under UNDP arrangements for upstream policy, advisory services and technical support services	100 000	C. UNDP Technical Support Services Support Cost Accounts Other costs 100 000	100 000
Grand total	39 982 600	Grand total	39 982 600

* SPPD = Support for Policy and Programme Development

** STS = Support for Technical Services

(b) Headquarters Utilization Fund

INCOME		EXPENDITURE	
	Total		Total
	\$		\$
A. a) Income from letting office space in the Miollis building, b) Income from letting parking lots and miscellaneous income c) Income from letting premises to commercial partners (bank, news stand, coffee machines, GSM telephone relays, etc.)	8 412 800	A. Expenditure related to letting office space in the Miollis building: a) utilities (electricity, heating and cleaning), b) insurance, c) staff costs (security, maintenance, accounting and Funds administration), d) temporary assistance, e) materials and equipment, g) maintenance and conservation	8 782 800
B. Income from letting exhibition spaces and Room I	734 000	B. Expenditure related to letting exhibition spaces and Room I: a) utilities, b) insurance, c) staff costs, d) security contribution (20% of expenditure), e) temporary assistance, f) materials and equipment, g) maintenance and conservation	734 000
C. Income from letting conference rooms	1 500 000	C. Expenditure related to letting conference rooms: a) utilities, b) insurance, c) staff costs, d) security contribution (20% of expenditure), e) temporary assistance, f) materials and equipment, g) maintenance and conservation	1 500 000
D. Income from letting audiovisual equipment	650 000	D. Expenditure related to letting audiovisual equipment: a) staff costs, b) temporary assistance	650 000
E. Investment income	500 000	E. Official Residence (maintenance, furniture/equipment and other recurring costs)	130 000
Grand total	11 796 800	Grand total *	11 796 800

* Overall share of established posts, in conformity with the Financial Regulations of the Special Account for the Headquarters Utilization Fund (162 EX/Decision 7.10), will not exceed 50% of the total expenditure and the staff cost charged for any Secretariat structure will not exceed the income generated by this structure to the Special Account.

(c) Public Information, Liaison and Relations Fund

INCOME		EXPENDITURE	
	Total		Total
	\$	\$	\$
A. UNESCO Coupons Programme		A. UNESCO Coupons Programme	
(1) Commissions	300 000	I. Personnel costs:	
(2) Interest	1 200 000	(1) Established posts (6)	1 041 000
Total, A.	1 500 000	(2) Temporary assistance	10 000
		Subtotal, I	1 051 000
		II. Administrative costs:	
		(1) Printing (brochures, coupons, circulars, etc.)	30 000
		(2) Equipment and supplies	10 000
		(3) Contracts to distributors	25 000
		(4) Travel and missions	50 000
		(5) Miscellaneous	5 000
		(6) Hospitality	2 000
		Subtotal, II	122 000
		III. Transfer to reserves	327 000
		Total, A.	1 500 000
B. Philatelic and Numismatic Programme		B. Philatelic and Numismatic Programme	
Revenue from sales	275 000	I. Personnel costs:	
		Established posts (1)	157 000
		Subtotal, I	157 000
		II. Administrative costs:	
		Cost of goods sold	118 000
		Total, B	275 000
Grand total	1 775 000	Grand total	1 775 000

(d) Publications and Auditory and Visual Material Fund

INCOME				EXPENDITURE			
	Publications	VIM	Total		Publications	VIM	Total
	\$	\$	\$		\$	\$	\$
A. Sales	1 200 000	235 000	1 435 000	I. Personnel costs:			
				Established post (0.5)		78 500	78 500
				Established post (1)	134 000	–	134 000
				Temporary assistance and overtime	110 000	6 500	116 500
B. Royalties	400 000	–	400 000	II. Production costs	588 000	82 000	670 000
				III. Royalties	147 000	–	147 000
				IV. Commissions	147 000	–	147 000
				V. Freight/postage	197 000	3 000	200 000
				VI. Equipment and supplies	60 000	65 000	125 000
				VII. Promotion and distribution	217 000	–	217 000
Grand total	1 600 000	235 000	1 835 000	Grand total	1 600 000	235 000	1 835 000

(e) Special Account for Interpretation Services

INCOME		EXPENDITURE	
	Total		Total
	\$		\$
A. Invoices to:		I. Personnel costs:	
(1) UNESCO sectors (regular programme and extrabudgetary funds)	1 300 000	(1) Established posts (2)	479 000
(2) Non-UNESCO users (Delegations, NGOs, etc.)	1 200 000	(2) Temporary assistance (supernumerary interpreters)	2 021 000
Grand total	2 500 000	Grand total	2 500 000

(f) UNESCO Staff Savings and Loan Services

INCOME		EXPENDITURE	
	Total		Total
	\$		\$
A. Interest on loans to members	4 520 000	I. Personnel costs: Established posts (10)	2 064 000
B. Bank and investment interest	28 800 000	II. Administrative expenses	586 320
		III. Loan insurance	460 000
		IV. Computer expenses	130 000
		V. Other costs	52 500
		Total, I-V	3 292 820
		VI. Contribution to the costs of fees of the External Auditor	23 800
		VII. Contribution to subscriptions to banking services	20 000
		Total, I-VII	3 336 620
		Interest paid to members	29 983 380
Grand total	33 320 000	Grand total	33 320 000

(g) Special Account for Documents

INCOME		EXPENDITURE	
	Total		Total
	\$		\$
A. Payments of the sectors for documentation out of quotas (translation, composition, production and distribution)	3 440 000	I. Personnel costs: Established posts (1)	258 000
B. Contributions to publications	60 000	II. Administrative costs: Supplies/other contracts	122 000
		III. Printing/purchase of copies	550 000
		IV. Personnel costs: temporary assistance	1 300 000
		V. External translation contracts	1 270 000
Grand total	3 500 000	Grand total	3 500 000

Alphabetical list of abbreviations of the units responsible for executing the Programme and Budget for 2008-2009

ABU	UNESCO Office in Abuja (Nigeria)
ACR	UNESCO Office in Accra (Ghana)
ADI	UNESCO Office in Addis Ababa (Ethiopia)
ADM	Sector for Administration
AFR	Africa Department
AMN	UNESCO Office in Amman (Jordan)
API	UNESCO Office in Apia (Samoa)
ATA	UNESCO Office in Almaty (Kazakhstan)
BAG	UNESCO Office for Iraq
BAM	UNESCO Office in Bamako (Mali)
BAS	Division for the Promotion of Basic Education
BB	Bureau of the Budget
BEI	UNESCO Office in Beirut and Regional Bureau for Education (Lebanon)
BEJ	UNESCO Office in Beijing (China)
BES	Division of Basic and Engineering Sciences
BFC	Bureau of Field Coordination
BGK	UNESCO Office in Bangkok and Regional Bureau for Education (Thailand)
BOC	Bureau of the Comptroller
BPI	Bureau of Public Information
BRV	UNESCO Office in Brazzaville (Congo)
BRZ	UNESCO Office in Brasilia (Brazil)
BSP	Bureau of Strategic Planning
BUJ	UNESCO Office in Bujumbura (Burundi)
CAI	UNESCO Office in Cairo and Regional Bureau for Science (Egypt)
CEI	Division of Cultural Expressions and Creative Industries
CEPES	UNESCO European Centre for Higher Education, Bucharest (Romania)
CFS	Division of Cooperation with Extrabudgetary Funding Sources (ERC)
CI	Communication and Information Sector
CIH	Division of Cultural Objects and Intangible Heritage
CLD	Division of Conferences, Languages and Documents (ADM)
CLT	Culture Sector
COM	Communication Development Division (and secretariat of the International Programme for the Development of Communication (IPDC))
CPD	Division of Cultural Policies and Intercultural Dialogue
CRP	Secretariat of the Félix Houphouët-Boigny Peace Prize
CSI	Coastal Regions and Small Islands Platform
DAK	UNESCO Office in Dakar and Regional Bureau for Education (Senegal)
DAR	UNESCO Office in Dar es Salaam (United Republic of Tanzania)

DHA	UNESCO Office in Dhaka (Bangladesh)
DIL	Timor-Leste Liaison Unit in Dili (Timor-Leste)
DIT	Division of Information Systems and Telecommunications (ADM)
DJB	UNESCO Antenna in Djibouti
DOH	UNESCO Office in Doha (Qatar)
ED	Education Sector
EES	Division of Ecological and Earth Sciences (and secretariat of the Man and the Biosphere Programme (MAB)) and the International Geoscience Programme (IGCP)
EO	Executive Office
ERC	Sector for External Relations and Cooperation
EST	Division of Ethics of Science and Technology
ETH	Ethics Office
FED	Division for Freedom of Expression, Democracy and Peace
FEL	Fellowships Section (ERC)
FOR	Office of Foresight
FRT	UNESCO Antenna in Freetown
GLO	UNESCO Liaison Office in Geneva (Switzerland)
GUC	UNESCO Office in Guatemala City (Guatemala)
HAN	UNESCO Office in Hanoi (Viet Nam)
HAR	UNESCO Office in Harare (Zimbabwe)
HAV	UNESCO Office in Havana and Regional Bureau for Culture (Cuba)
HED	Division of Higher Education
HQD	Headquarters Division (ADM)
HRM	Bureau of Human Resources Management
HYD	Division of Water Sciences (and secretariat of the International Hydrological Programme (IHP))
IBE	UNESCO International Bureau of Education, Geneva (Switzerland)
ICTP	International Centre for Theoretical Physics, Trieste (Italy)
IESALC	UNESCO International Institute for Higher Education in Latin America and the Caribbean, Caracas (Venezuela)
IICBA	UNESCO International Institute for Capacity-Building in Africa, Addis Ababa (Ethiopia)
IIEP	UNESCO International Institute for Educational Planning, Paris (France)
IITE	UNESCO Institute for Information Technologies in Education, Moscow (Russian Federation)
INF	Information Society Division (and secretariat of the Information for All Programme (IFAP))
IOC	Secretariat of the UNESCO Intergovernmental Oceanographic Commission
IOS	Internal Oversight Service
ISB	UNESCO Office in Islamabad (Pakistan)
JAK	UNESCO Office in Jakarta and Regional Bureau for Science (Indonesia)
JUB	UNESCO Antenna in Juba
KAB	UNESCO Office in Kabul (Afghanistan)
KAT	UNESCO Office in Kathmandu (Nepal)
KHA	UNESCO Office in Khartoum (Sudan)
KNG	UNESCO Office in Kingston (Jamaica)
KNS	UNESCO Office in Kinshasa (Democratic Republic of the Congo)
LA	Office of International Standards and Legal Affairs
LBV	UNESCO Office in Libreville (Gabon)
LIM	UNESCO Office in Lima (Peru)
MAP	UNESCO Office in Maputo (Mozambique)
MOS	UNESCO Office in Moscow (Russian Federation)
MRV	UNESCO Antenna in Monrovia
MTD	UNESCO Office in Montevideo and Regional Bureau for Science (Uruguay)

MXC	UNESCO Office in Mexico City (Mexico)
NAI	UNESCO Office in Nairobi and Regional Bureau for Science (Kenya)
NDL	UNESCO Office in New Delhi (India)
NYO	UNESCO Liaison Office in New York (United States of America)
ODG	Office of the Director-General
PEER	Programme of Education for Emergencies and Reconstruction
PNP	UNESCO Office in Phnom Penh (Cambodia)
POP	UNESCO Office in Port-au-Prince (Haiti)
PRO	Division of Procurement (ADM)
PSD	Division of Science Policy and Sustainable Development
QUI	UNESCO Office in Quito (Ecuador)
RAB	UNESCO Office in Rabat (Morocco)
RAM	UNESCO Office in Ramallah (Palestinian Autonomous Territories)
RPO	Division of Relations with Organizations and New Partnerships (ERC)
RSC	Division of Relations with Member States and National Commissions (ERC)
RSP	Division of Human Rights, Human Security and Philosophy
SC	Natural Sciences Sector
SCG	Secretariat of the General Conference
SCX	Secretariat of the Executive Board
SFS	Division of Education Strategies and Field Support
SHS	Social and Human Sciences Sector
SJO	UNESCO Office in San José (Costa Rica)
SRP	Division of Social Sciences Research and Policy
STG	UNESCO Office in Santiago and Regional Bureau for Education (Chile)
TAS	UNESCO Office in Tashkent (Uzbekistan)
TEH	UNESCO Office in Tehran (Islamic Republic of Iran)
UIL	UNESCO Institute for Lifelong Learning, Hamburg (Germany)
UIS	UNESCO Institute for Statistics, Montreal (Canada)
UNESCO-IHE	UNESCO-IHE Institute for Water Education, Delft (Netherlands)
UNEVOC	UNESCO International Centre for Technical and Vocational Education and Training, Bonn (Germany)
UNP	Division for the Coordination of United Nations Priorities in Education
VNI	UNESCO Office in Venice and Regional Bureau for Science and Culture in Europe (Italy)
WHC	UNESCO World Heritage Centre
WIN	UNESCO Office in Windhoek (Namibia)
WRU	World Reports Unit
YAO	UNESCO Office in Yaoundé (Cameroon)



Organizational Chart of the UNESCO Secretariat 2008-2009

