



United Nations
Educational, Scientific and
Cultural Organization

2016-2017

38 C/5

VOLUME 1

DRAFT RESOLUTIONS





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Published in 2015
by the United Nations Educational,
Scientific and Cultural Organization
7, Place de Fontenoy, 75352 PARIS 07 SP
Composed and printed in the workshops of UNESCO
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Printed in France

38 C/5 Draft – Volume 1 – Draft Resolutions

Table of contents

	Paragraph	Page
Introduction by the Director-General		i
Draft Appropriation Resolution for 2016-2017		1
Draft Resolutions:		
General Policy and Direction		
Governing bodies, Direction and Participation in the joint machinery of the United Nations system	00100	7
Programmes		
Major Programme I – Education	01000	9
Major Programme II – Natural Sciences	02000	23
Major Programme III – Social and human sciences	03000	26
Major Programme IV – Culture	04000	28
Major Programme V – Communication and Information	05000	30
UNESCO Institute for Statistics (UIS)	06000	32
Management of Field Offices	07000	34
Programme-Related Services		
Coordination and monitoring of action to benefit Africa	08100	35
Coordination and monitoring of action to implement gender equality	08200	36
UNESCO's response to post-conflict and post-disaster situations	08300	38
Strategic planning, programme monitoring and budget preparation	08400	39
Organization-wide knowledge management	08500	41
External relations and public information	08600	42
Participation Programme and Fellowships		
Participation Programme and Fellowships	09000	43
Corporate Services		
Human resources management	10000	45
Financial management	11000	46
Management of support services	12000	47
Management of information systems and communications	13000	48

Introduction by the Director-General

In 2015, UNESCO celebrates its 70th anniversary. This is a moment for all to renew their commitment to the founding principles of UNESCO as the House of all nations, embodying the aspiration of all societies to peace that is lasting and development that is sustainable on the basis of human rights and dignity.

Since 1945, UNESCO has been acting across the world to strengthen the defences of peace by promoting education for all, by safeguarding humanity's shared cultural heritage and diversity on the basis of human rights, by advancing scientific cooperation for the benefit of all, by supporting States in understanding and managing social transformations and by defending freedom of expression and promoting media development.

Today, this 'soft power' has never been so important.

Every day reminds us that we are living in a new age of limits – in terms of resources, in terms of the boundaries of the planet. In this world of change, I believe we must make far more of the single most powerful and renewable energy that we have – that of human ingenuity. Nurturing human ingenuity must start with each woman and man, with their human rights and dignity. It means giving them the tools and freedom to shape the world to their aspirations. It means respecting diversity as sources of belonging and strength, on the basis of universal human rights. It means shared responsibility towards the well-being of everyone, wherever they live, whatever their circumstances. It means building everyday peace, through actions at the local level for the good for the world as a whole.

I see this as an agenda for global solidarity, for strengthening humanity as a single community and for protecting the world as one.

UNESCO is essential for taking this agenda forward. Globalization has accelerated, and so has the impact of climate change. There has been tremendous growth across the world, but also rising inequalities. Societies have never been so integrated, nor so vulnerable. Information has never been so widely available, but knowledge gaps are deepening. Aspirations for human rights and dignity are high, but so are frustrated expectations. In this context, cooperation in education, the sciences, culture, communication and information has never been so urgent.

At this time of great change, when all societies are undergoing transformation, UNESCO must answer the call to help shape a new world for justice and equality, for dignity and respect. I am convinced the world needs a new humanism today, to combine sustainable development with the preservation of the planet and the respect for human rights and human dignity. This demands urgent attention to the aspirations of the poorest among us and to the desperate needs of those suffering from the consequences of conflicts and natural disasters. It calls for renewed focus on the shared values of mutual respect, tolerance and mutual understanding. It must encourage us to build more inclusive societies, where knowledge and creativity can flourish for the benefit of all. It requires us to replace violence with dialogue and a culture of peace and reconciliation.

2015 is a turning point year, as the deadline for the Millennium Development Goals and the Education for All objectives, when States will shape a new global sustainable development agenda. UNESCO's mandate is vital to the success of the future agenda, to build sound foundations for sustainable development, lasting peace, and meaningful international cooperation, on the basis of solidarity and dialogue, mutual respect and justice.

This mission stands at the heart of the Programme and Budget for 2016-2017 – this is the first budget for UNESCO in the post-2015 period, reflecting the contributions that the Organisation has been bringing to support Member States in shaping the new global sustainable development agenda and the shared aspiration to craft an Organization that is fit for purpose in implementing the new agenda.

This Programme and Budget is consistent with the Medium-term Strategy for 2014-2021 (37 C/4), and a direct continuation of the four-year programme defined for the period 2014-2017, to which minor adjustments to reflect evolving needs have been made. As requested by the General Conference, the proposed budget allocations for the biennial period 2016-2017 maintains the biennial cycle for the appropriation of the budget.

This Programme and Budget has been crafted with clear goals:

- To shape an Organization that is fit for purpose, to respond fully and effectively to the needs of Member States, leading cooperation in its fields of competences;
- To prioritize programmes according to the priority scale agreed to by the Executive Board in 2013, and strengthen UNESCO's commitment to the two global priorities, Global Priority Africa and Global Priority Gender Equality;
- To reinforce the share of UNESCO's budget devoted to programme;
- To reflect the programme areas critical for the achievement of sustainable development goals by 2030, in education, science, culture, communication and information, ocean and prepare the Organization to the post-2015 period, focusing on UNESCO's comparative advantages;
- To consolidate UNESCO's position as an effective and long-term leader and partner within a reforming UN system, at global, regional and country level, reinforcing UNESCO's partnerships within the UN system, giving the priority of priorities to the future education agenda;
- To support specific interventions in relation to youth, the least developed countries (LDCs), Small Island Developing States (SIDS), and the most marginalized social groups, and mobilizes the potential of ICTs and the Internet to build knowledge societies;
- To pursue the innovation and reform of the Organization along the four core directions established by the Independent External Evaluation of UNESCO:
 - Increasing UNESCO's focus,
 - Positioning UNESCO closer to the Field,
 - Strengthening UNESCO's participation in the United Nations system,
 - Developing and strengthening UNESCO's partnerships,
- To ensure the delivery of all of UNESCO's statutory obligations.

In order to prepare the Organization for the consequences of the withholding of significant assessed contributions, the Executive Board has asked me to present an expenditure plan for the 38 C/5 that sets out spending priorities for the Organization based on the expected cash flow situation for 2016-2017.

The corresponding scenarios are presented in Addendum 2 of the 38 C/5, which details the \$507 and the \$518 million Expenditure Plans. This will allow for an informed comparison between the expected results and performance indicators foreseen under these expenditure plans and the \$653-667 million budget scenarios. The following table describes clearly the overall distribution and strengthening efforts towards programme delivery:

	Programme (5MPs)	Programme Support	Subtotal Prog. & Prog. Support	Corporate Services	Other	Total
	%	%	%	%	%	%
\$507M	42.0	36.4	78.4	17.2	4.4	100
\$653M	46.7	33.2	79.8	16.2	4.0	100
\$518M	43.1	35.7	78.8	16.9	4.3	100
\$667M	47.7	32.5	80.3	15.8	3.9	100

Note: Programme = 5 Major Programmes
 Programme support = UIS, Field Management, Part II, B, C, Part I
 Corporate Services = Part III (HRM, BFM, MSS, Information Systems)
 Other = Reserve for staffing adjustments, ASHI, Loan repayment, Part V

At this time when the Organisation is in such demand as demonstrated by the series of events and current affairs, I am convinced the Organisation needs the requisite support. The process of deep reform and innovation must continue so as to consolidate the gains achieved and take these even further. The Organization must maintain its ability to undertake all of its statutory obligations while responding ever more effectively to the rising expectations of all Member States. This is why I believe that \$11 million difference between the \$507 and the \$518 million scenario Expenditure Plan is necessary to provide the Organisation with the support necessary considering the difficult decisions undertaken to reduce its staffing and prioritization of its budget priorities at this time of uncertainty and high demand.

I have prepared the 38 C/5 document in compliance with the principles of results-based management and budgeting (RBB), to ensure a better reflection of actual needs at and away from Headquarters. The process for preparation of the Draft 38 C/5 has been an opportunity to introduce fundamental changes towards RBB. For the first time, the Draft Budget for the 5 Major Programmes has been prepared through the “preliminary workplans” elaborated by programme specialists at HQ and in the Field, focusing on the resources required to achieve each expected result, and via a devoted IT tool specially developed for this purpose. This new process features intense bottom-up consultations, leading to the selection of coherent portfolio of proposals by expected result. It has also helped to highlight with more information the major risks and limitations faced by the Organization due to financial constraints.

In current circumstances, I am more committed than ever to shaping UNESCO as fit for purpose, to taking reform forward across the board – to produce ever greater efficiency gains and cost reduction in support of programme delivery, and, most of all, to ensure that UNESCO is the sharp, lean and pioneering partner that States and their societies need today and in the future.

This calls for unity between all Member States and the Organization. It demands strategic vision and determination. We stay the course, to build an innovative, more effective, more performing Organization,

to lay the foundations for lasting peace and sustainable development on the basis of human rights, to promote human development on the basis of equal dignity and to release the full powers of ingenuity in every woman and man.

Paris, March 2015

A handwritten signature in black ink, reading "Irina Bokova". The signature is written in a cursive, flowing style.

Irina Bokova

Draft Appropriation Resolution



Draft Appropriation Resolution for 2016-2017

\$653M \$667M

The General Conference, at its 38th session, resolves that:

A. Regular programme

(a) For the financial period 2016-2017 the amount of [\$653,000,000/\$667,000,000]¹ is appropriated as follows:

Appropriation line	\$	\$
PART I – GENERAL POLICY AND DIRECTION		
A. Governing bodies <i>(Including: General Conference and Executive Board)</i>	10 512 300	10 512 300
B. Direction <i>(Including: Directorate, the Executive Office of the Director-General, Internal Oversight, International Standards and Legal Affairs, and the Ethics Office)</i>	20 249 400	20 249 400
C. Participation in the Joint Machinery of the United Nations System	18 794 900	18 794 900
TOTAL, PART I	49 556 600	49 556 600
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES		
A. Programmes		
Major Programme I – Education ⁽²⁾		
I.1 Supporting Member States to develop education systems to foster high-quality and inclusive lifelong learning for all	64 623 200	66 741 800
I.2 Empowering learners to be creative and responsible global citizens	11 900 200	12 274 400
I.3 Advancing education for all and shaping the future international education agenda UNESCO Category 1 Institutes in Education	19 059 700	19 930 300
	23 531 200	25 491 300
Total MP I	119 114 300	124 437 800
Major Programme II – Natural sciences ⁽³⁾⁽⁴⁾		
II.1 Strengthening STI policies, governance and the science-policy-society interface	12 403 000	12 975 100
II.2 Building institutional capacities in science and engineering	7 916 900	8 269 300
II.3 Promoting knowledge and capacity for protecting and sustainably managing the ocean and coasts	13 270 400	13 860 900
II.4 Fostering international science collaboration for earth systems, biodiversity, and disaster risk reduction	7 216 100	7 725 700
II.5 Strengthening the role of ecological sciences and biosphere reserves	7 303 600	7 448 600
II.6 Strengthening freshwater security UNESCO Category 1 Institutes in Natural Sciences	15 355 200	16 055 600
	1 015 000	1 015 000
Total MP II	64 480 200	67 350 200
Major Programme III – Social and human sciences		
III.1 Mobilizing future-oriented research, knowledge and policy making to support social transformations, social inclusion and intercultural dialogue	15 520 700	16 216 100
III.2 Empowering Member States to manage the ethical, legal, environmental and societal implications of scientific and technological challenges with a view to achieving inclusive and sustainable social development	6 664 700	6 959 700
III.3 Building policies through a participatory process with stakeholders in both the fields of youth and of sports; supporting youth development and civic engagement	11 346 900	11 853 800
Total MP III	33 532 300	35 029 600
Major Programme IV – Culture ⁽⁵⁾		
IV.1 Protecting, conserving, promoting and transmitting culture, heritage and history for dialogue and development	33 439 900	35 253 700
IV.2 Supporting and promoting the diversity of cultural expressions, the safeguarding of the intangible cultural heritage, and the development of cultural and creative industries	21 282 200	21 893 300
Total MP IV	54 722 100	57 147 000
Major Programme V – Communication and information		
V.1 Promoting an enabling environment for freedom of expression, press freedom and journalistic safety, facilitating pluralism and participation in media, and supporting sustainable and independent media institutions	14 395 600	14 997 600
V.2 Enabling universal access and preservation of information and knowledge	18 508 200	19 374 600
Total MP V	32 903 800	34 372 200
UNESCO Institute for Statistics	9 232 900	9 648 800
Management of Field offices <i>(Including: Field Management of decentralized programmes, and Field office operating costs)</i>	84 353 800	84 353 800
Supplementary funding for the Field Network Reform	5 000 000	5 000 000
Total, Part II.A	403 339 400	417 339 400

	\$653M	\$667M
	\$	\$
B. Programme-related services		
1. Coordination and monitoring of action to benefit Africa	8 181 500	8 181 500
2. Coordination and monitoring of action to implement Priority Gender Equality	2 240 700	2 240 700
3. UNESCO's response to post-conflict and post-disaster situations	1 450 400	1 450 400
4. Strategic planning, programme monitoring and budget preparation	8 419 200	8 419 200
5. Organization-wide knowledge management	5 052 000	5 052 000
6. External relations and public information	24 634 100	24 634 100
Total, Part II.B	49 977 900	49 977 900
C. Participation Programme and Fellowships	18 405 700	18 405 700
TOTAL, PART II	471 723 000	485 723 000
PART III – CORPORATE SERVICES		
A. Human resources management		
1. Human resources management	19 420 100	19 420 100
2. Corporate-wide training and development of staff	2 000 000	2 000 000
3. Contribution to the Medical Benefits Fund (MBF) for associate participants and administrative costs	12 000 000	12 000 000
Total, Part III.A	33 420 100	33 420 100
B. Financial management	14 438 100	14 438 100
C. Management of support services		
1. Management and coordination of support services and procurement	3 950 000	3 950 000
2. Management of languages and documents	17 260 100	17 260 100
3. Management of facilities, security and safety, conferences and cultural events	24 957 400	24 957 400
Total, Part III.C	46 167 500	46 167 500
D. Management of information systems and communications	11 587 300	11 587 300
TOTAL, PART III	105 613 000	105 613 000
TOTAL, PARTS I-III	626 892 600	640 892 600
Reserve for staffing adjustments	3 000 000	3 000 000
Reserve for After Service Health Insurance longterm liability (ASHI)	3 748 000	3 748 000
PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING	14 082 400	14 082 400
PART V – ANTICIPATED COST INCREASES	5 277 000	5 277 000
TOTAL APPROPRIATION	653 000 000	667 000 000

[1 Parts I-V are calculated at the constant rate of exchange of 0.869 euro to one United States dollar. As per 190 EX/Decision 19 and 195 EX/Decision 13, this rate will be revised to reflect the prevailing rate of exchange prior to the approval of the 38 C/5.]

2	The appropriation for Major Programme I includes the financial allocations for the UNESCO education institutes:	\$653M	\$667M
	UNESCO International Bureau of Education (IBE)	6 509 500	7 063 300
	UNESCO International Institute for Educational Planning (IIEP)	6 882 600	7 468 100
	UNESCO Institute for Lifelong Learning (UIL)	2 520 400	2 734 900
	UNESCO Institute for Information Technologies in Education (IITE)	1 153 900	1 252 100
	UNESCO International Institute for Capacity-Building in Africa (IICBA)	3 185 400	3 456 400
	UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC)	2 786 400	3 023 500
	Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP)	493 000	493 000
	Total, UNESCO education institutes	23 531 200	25 491 300
3	The appropriation for Major Programme II includes the financial allocations for the UNESCO science institutes:		
	UNESCO-IHE Institute for Water Education (UNESCO-IHE)	-	
	The International Centre for Theoretical Physics (ICTP)	1 015 000	1 015 000
	Total, UNESCO science institutes	1 015 000	1 015 000
4	The appropriation for Major Programme II includes the budget appropriations for the UNESCO Intergovernmental Oceanographic Commission (IOC) of:	13 270 400	13 860 900
5	The appropriation for Major Programme IV includes the budget appropriation for the UNESCO World Heritage Centre (WHC) of:	20 547 000	21 699 000

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.

Budgetary commitments

- (c) The Director-General is authorized to enter into commitments during the financial period 1 January 2016 to 31 December 2017 as follows:
 - (i) within the limits of the amounts authorized under paragraph (a) above in the event of an expected cash flow of [\$653 million/\$667 million], or
 - (ii) within the limit of the appropriations set out in the expenditure plan based on an expected cash flow for 2016-2017 of [\$507 million/\$518 million].

Transfers

- (d) With the approval of the Executive Board the Director-General is authorized to make budget transfers from Part V of the budget (Anticipated Cost Increases) to the relevant appropriation lines in Parts I-IV of the budget, for the purpose of meeting increases in staff costs, in the costs of goods and services and technical adjustments.
- (e) For the 5 Major Programmes, the Director-General may make budget transfers between MLA appropriation lines within a Major Programme, as appropriate; informing the Members of the Executive Board in writing, at the session following such action, of the details and reasons for these transfers .

Between the 5 Major Programmes: (i) the Director-General may make budget transfers between the total amounts approved by Programme Sector up to an amount of 5%, informing the Members of the Executive Board in writing, at the session following such action, of the details and reasons for these transfers, and (ii) in instances where transfers an amount greater than 5%, the Director-General shall obtain the prior approval of the Executive Board.

For other areas: (i) the Director-General may make budget transfers between appropriation lines up to an amount of 5% of the initial appropriation, informing the Members of the Executive Board in writing, at the session following such action, of the details and reasons for these transfers, and (ii) in instances where transfers between appropriation lines entail an amount greater than 5%, 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 2016-2017 biennium are summarized in Annex II of document 38 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 Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP), the UNESCO-IHE Institute of Water Education (UNESCO-IHE), the International Centre for Theoretical Physics (ICTP) and the UNESCO Institute for Statistics (UIS). These posts are not included in the establishment table set out in Annex II of document 38 C/5.

Assessment

- (i) The appropriations authorized under paragraph (a) above ([~~\$653,000,000~~/~~\$667,000,000~~]) shall be financed by assessments on Member States.

Currency fluctuation

- (j) The estimates for the regular budget used in preparing this draft budget have been calculated at the exchange rate of one United States dollar to [0.869 euro, the same exchange rate used in preparing the budget for the period 2014-2015]. From a budgetary perspective, income and expenditure incurred in euros against the budget will be recorded in the budget reports at the constant dollar rate to be determined at the time of approval of the budget in line with 190 EX/ Decision 19(II), paragraph 4(c), and 195 EX/Decision 13, paragraph 5. However, for the accounts (as per International Public Sector Accounting Standards (IPSAS)), euro denominated income and expenditure will be recorded using the United Nations Operational Rate of Exchange (UNORE). Differences arising from using two different bases for the budget and accounts will be outlined in reconciliation/ comparison reports of the financial statements.

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.

Draft Resolutions



General Policy and Direction

00100

Draft Resolution for General Policy and Direction

The General Conference

1. *Authorizes* the Director-General to continue implementing during the period 2016-2017 the plan of action for General Policy and Direction as approved in 37 C/Resolution 2 (paragraph 00100 of document 37 C/5 Approved), with the following adjustments:

(b revised) to allocate for this purpose an amount of **\$49,556,600** for the period 2016-2017;

2. *Requests* the Director-General to report periodically to the governing bodies, in statutory reports, on the achievement of the following expected results:

Governing bodies

- (1) Rational and cost-effective functioning of the General Conference improved;
- (2) Rational and cost-effective functioning of the Executive Board improved;

Directorate

- (1) Executive leadership and direction provided;
- (2) The essential conditions – internal coherence, corporate regulation and alignment to strategic goals are in place for providing effective strategic direction, support to the Member States and delivery of results;

Executive Office of the Director-General

- (1) Timely quality support to the Director-General on a wide-range of strategic, political, management and administrative issues related to the work of the Organization including effective engagement with Member States;
- (2) Strengthened strategic positioning of the Organization's leadership and actions within the UN context through effective oversight of and interaction with UNESCO's Liaison Offices, including with regard to UN system-wide coherence concerning the effective implementation of Global Priority Gender Equality in line with the System-wide Action Plan (UN-SWAP) and of emergency response to countries in post-conflict, transition, and post-disaster situations;
- (3) Effective coordination and interaction with Senior Management across Programme sectors, corporate services – including those directly under the purview of the Directorate and monitoring follow-up;

Internal oversight

- (1) UNESCO's risk management, control, compliance and value-for-money mechanisms strengthened;

- (2) UNESCO's evaluation and results-based management culture strengthened through targeted evaluation activities and advisory services in support of improved organizational learning, programme improvement and accountability;
- (3) Accountability and adherence to UNESCO's rules and regulations strengthened;

International standards and legal affairs

- (1) The Organization's management and programme implementation in compliance with rules and regulations;

Ethics

- (1) Ethical working environment in the Organization established;

3. *Also requests* the Director-General to report, in her statutory reports on the execution of the programme adopted by the General Conference, on measures taken to optimize the use of resources in the implementation of programme activities.

01000

Draft resolution for Major Programme I – Education

The General Conference

1. *Authorizes* the Director-General to continue implementing during the period 2016-2017 the plan of action for Major Programme I as approved in as approved in 37 C/Resolution 3 (paragraph 01000 of document 37 C/5 Approved), with the following adjustments:

(b revised) to lead the coordination of the post-2015 education agenda in collaboration with co-convening agencies and key stakeholders support countries in the implementation of the new agenda and monitor progress towards the internationally agreed upon sustainable development goal (SDG) on education;

Strategic objective 3: Advancing education for all (EFA) and shaping the future international education agenda

(iii revised) During 2016-2017, UNESCO will continue to advocate for education by coordinating, facilitating and providing policy advice on the implementation of the post-2015 education agenda. UNESCO will further strengthen networks and partnerships, including among co-convening agencies, civil society, the private sector and Member States, at the global, regional and national levels; support Member States in identifying national priorities in education and translating the global education agenda into national action; facilitate and promote evidence-based policy formulation; and establish global fora for the international education community to debate on future trends on education.

(d revised) to allocate for this purpose an amount of:

ZNG+ (\$667M) option: **\$124,437,800** for the period 2016-2017¹ broken down as follows:

MLA 1	\$66,741,800
MLA 2	\$12,274,400
MLA 3	\$19,930,300
Institutes	\$25,491,300

ZNG (\$653M) option: **\$119,114,300** for the period 2016-2017¹ broken down as follows:

MLA 1	\$64,623,200
MLA 2	\$11,900,200
MLA 3	\$19,059,700
Institutes	\$23,531,200

2. *Requests* the Director-General:

(c revised) to report, in her statutory reports on the execution of the programme adopted by the General Conference, on measures taken to optimize the use of resources in the implementation of programme activities;

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

Draft resolutions for category 1 institutes in education

01100

UNESCO International Bureau of Education (IBE)

The General Conference,

Acknowledging the report of the UNESCO International Bureau of Education (IBE) for the 2014-2015 biennium,

Recognizing the importance of maintaining the functional autonomy of IBE in order to ensure that it can provide services to the Member States in a proactive, flexible, effective, efficient, timely and sustainable way,

Welcoming the process of implementing the Strategy to make IBE UNESCO's Centre of Excellence in curriculum and related matters, adopted at the 36th session of the General Conference (36 C/Resolution 18), as well as the ongoing efforts to accelerate progress towards the operationalization of the Strategy,

1. *Emphasizes* the specialized contribution of the IBE to the fulfilment of the relevant strategic objectives and the thematic areas of Major Programme I, particularly with regard to curriculum development and management, research and policy development, and clearinghouse and information management, through:
 - (a) implementation of tailored training courses accredited by local regional academic institutions for curriculum decision-makers and practitioners, as well as the development of customized learning tools and training materials;
 - (b) expansion of technical assistance and advice to national curriculum agencies and specialists;
 - (c) enhancement of its curriculum-related knowledge research base, as well as its knowledge management and dissemination capacity;
 - (d) facilitation of evidence-based international policy dialogue aimed at fostering quality education for all and inclusive education policies and practices;
2. *Requests* the IBE Council acting in conformity with the Statutes of the Bureau and with this resolution, when approving IBE's budget, to:
 - (a) ensure that the objectives and activities of IBE correspond to UNESCO's strategic objectives, main lines of action and expected results of Major Programme I;
 - (b) support IBE's core initiatives with the aim of contributing to the achievement of the expected results of Major Programme I as listed in paragraph 7 below;
 - (c) strengthen the collaboration with the Director-General to mobilize the necessary human and financial resources so that the IBE may further accomplish its mission as a Centre of Excellence in curriculum;
3. *Authorizes* the Director-General to provide support to the IBE by granting a financial allocation under Major Programme I for a total amount of :

ZNG+ (\$667M) option: **\$7,063,300** for the period 2016-2017;

ZNG (\$653M) option: **\$6,509,500** for the period 2016-2017;

4. *Expresses* its gratitude to the Nigerian, Norwegian and Swiss authorities, Member States and other bodies and institutions that have contributed intellectually or financially to the activities of IBE and invites them to continue their support for 2016-2017 and beyond;
5. *Appeals* to Member States, intergovernmental and international non-governmental organizations, donor agencies, foundations and the private sector to contribute financially and by other appropriate means to the effective application of IBE's activities in the service of Member States, in conformity with its mission as a Centre of Excellence in curriculum and related matters, the main lines of action and expected results of Major Programme I, and the strategic objectives of UNESCO for 2014-2021;
6. *Requests* the Director-General to report periodically, to the governing bodies, in the statutory reports on the contribution of IBE to the achievement of the following expected results of Major Programme I:
 - (a) Capacities in Member States strengthened to promote, monitor and assess the processes and outcomes of competency-based learning (MLA 1 – expected result 6);
 - (b) Future education agenda and global education policies shaped, drawing on relevant research and foresight studies conducted by UNESCO and other institutions (MLA 3 – expected result 11).

International Institute for Educational Planning (IIEP)

The General Conference,

Acknowledging the report of the UNESCO International Institute for Educational Planning (IIEP) for the 2014-2015 biennium,

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

1. *Requests* the IIEP Governing Board, in accordance with the Institute's Statutes and the present resolution, when approving the Institute's budget for 2016 and 2017:
 - (a) to ensure that the objectives and activities of IIEP are in consonance with the strategic objectives and priorities and expected results of Major Programme I;
 - (b) to reinforce Member States' capacities for the planning, management and administration of education systems;
 - (c) to strengthen national, subregional and inter-regional 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 (UIS), and UNESCO field offices;
 - (d) to carry out research and studies aimed at the upgrading of knowledge in educational planning and management, and at the production, sharing and transfer of knowledge and the exchange of experiences and information in educational planning and administration among Member States;
 - (e) to execute technical assistance 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 of:

ZNG+ (\$667M) option: \$7,468,100 for the period 2016-2017;

ZNG (\$653M) option: \$6,882,600 for the period 2016-2017;
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 Argentinean and French Governments, which provide the Institute's premises free of charge and periodically finances their upkeep, and invites them to continue their support for 2016-2017 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 Argentinean Governments, it may better meet the needs of Member States in all thematic areas of Major Programme I;
5. *Requests* the Director-General to report periodically, to the governing bodies, in the statutory reports, on IIEP's contribution to the achievement of the following expected results of Major Programme I:
 - (a) National capacities strengthened to develop and implement policies and plans within a lifelong learning framework (MLA 1 – expected result 1);
 - (b) Future education agenda and global education policies shaped, drawing on relevant research and foresight studies conducted by UNESCO and other institutions (MLA 3 – expected result 11).

UNESCO Institute for Lifelong Learning (UIL)

The General Conference,

Acknowledging the report of the UNESCO Institute for Lifelong Learning (UIL) for the 2014-2015 biennium,

Recognizing the role of UIL as one of UNESCO's key education institutes, with its contributions to UNESCO's functions (laboratory of ideas, standard setter, clearing house, capacity builder and catalyst for international cooperation) in its areas of expertise, and its efforts to reposition itself as a global centre of excellence for lifelong learning within the education arena,

Also recognizing the importance of the overarching concept of lifelong learning for UNESCO's education strategy as set out in document 37 C/4, and reiterating the commitment to the Belém Framework for Action adopted at the Sixth International Conference on Adult Education (CONFINTEA VI),

1. *Emphasizes and values* the important contribution of UIL to the fulfilment of the relevant strategic objectives and priorities of Major Programme I, particularly with regard to promoting lifelong learning for all through advocacy, capacity development, research and networking, focusing on lifelong learning policies and strategies, literacy and basic skills, and adult learning and education;
2. *Requests* the Governing Board of UIL acting in conformity with the Statutes of the Institute and with the present resolution, when approving the Institute's budget for 2016-2017, to:
 - (a) ensure that the objectives and activities of the Institute correspond to UNESCO's strategic objectives and the priorities and lines of action of Major Programme I;
 - (b) consolidate and develop the programmes of UIL with the aim of contributing to achieving the expected results of Major Programme I as listed in paragraph 6 below;
 - (c) reinforce both the Institute's capacity as a global centre of excellence for lifelong learning and its specific responsibility in literacy and adult learning and education;
 - (d) take the necessary measures to follow up on the Belém Framework for Action and monitor implementation;
 - (e) continue to work with the Director-General to mobilize the necessary human and financial resources to enable UIL to accomplish its mission;
3. Authorizes the Director-General to provide support to UIL by granting a financial allocation under Major Programme I to a total amount of:

ZNG+ (\$667M) option: **\$2,734,900** for the period 2016-2017;

ZNG (\$653M) option: **\$2,520,400** for the period 2016-2017;
4. *Expresses* its gratitude to the German Government for its continuing support to UIL in making a substantial financial contribution and by providing its premises free of charge; and to other Member States and organizations, in particular to the Swiss Agency for Development and Cooperation (SDC), the Swedish International Development Cooperation Agency (SIDA), the Government of Norway, and the Federal Government of Nigeria, which have contributed intellectually and financially to UIL activities, and invites them to continue their support for 2016-2017 and beyond;
5. *Appeals* to Member States, intergovernmental and international non-governmental organizations, donor agencies, foundations and the private sector to grant or renew their financial and other

appropriate contributions to enable UIL to contribute towards the priorities of Major Programme I and the strategic objectives of UNESCO for 2014-2021;

6. *Requests* the Director-General to report periodically to the governing bodies in the statutory reports on the contribution of the UIL to the achievement of the following expected result of Major Programme I:
 - (a) National capacities strengthened to develop and implement policies and plans within a lifelong learning framework (MLA 1 – expected result 1);
 - (b) National capacities strengthened to scale up inclusive and gender-responsive quality literacy programmes (MLA 1 – expected result 2);
 - (c) Future education agenda and global education policies shaped, drawing on relevant research and foresight studies conducted by UNESCO and other institutions (MLA 3 – expected result 11);
 - (d) Implementation of the right to education and progress towards international education development goals promoted and monitored, and policy dialogue informed by the evidence generated (MLA 3 – expected result 12).

UNESCO Institute for Information Technologies in Education (IITE)

The General Conference,

Acknowledging the report of the UNESCO Institute for Information Technologies in Education (IITE) for the 2014-2015 biennium,

Welcoming the positive development of transforming IITE into cutting-edge research and policy advocacy centre in the field of information and communication technologies (ICTs) in education during the biennium and recognizing the importance of maintaining the functional autonomy of the Institute in order to ensure that it can provide services to the Member States in a flexible, effective and efficient way,

1. *Emphasizes and values* the important contribution of IITE to the fulfilment of UNESCO's relevant strategic objectives and the priorities of Major Programme I, particularly with regard to policy advocacy, capacity development and knowledge services in the field of ICTs in education, through:
 - (a) evidence-based policy research, analytical studies and the collection and dissemination of best practices on the use of ICTs in education;
 - (b) provision of technical assistance, knowledge and information sharing with Member States on the application of ICTs in education, with particular emphasis on teachers;
2. *Requests* the Governing Board of IITE, in accordance with the Institute's Statutes and the present resolution, when approving the Institute's budget for 2016-2017, to:
 - (a) ensure that the objectives and activities of IITE correspond to UNESCO's strategic objectives and the priorities and main lines of action of Major Programme I;
 - (b) continue working with the Director-General to mobilize the necessary human and financial resources so that IITE may accomplish its mission;
3. Authorizes the Director-General to support IITE by providing a financial allocation under Major Programme I of:

ZNG+ (\$667M) option: **\$1,252,100** for the period 2016-2017;

ZNG (\$653M) option: **\$1,153,900** for the period 2016-2017;
4. *Expresses* its gratitude to the Government of the Russian Federation for its financial contribution and for providing the premises free of charge, and to the Member States and organizations that have supported the Institute's activities intellectually and financially, and *invites* them to continue their support in 2016-2017 and beyond;
5. *Appeals* to Member States, intergovernmental and international non-governmental organizations, donor agencies, foundations and the private sector to contribute financially and by other appropriate means to the effective application of IITE activities in the service of Member States, in conformity with its mission, so that it may better contribute to the priorities of Major Programme I;
6. *Requests* the Director-General to report periodically to the governing bodies in the statutory reports on the contribution of IITE to the achievement of the following expected results of Major Programme I:

- (a) National capacities strengthened to develop and implement technology policies in education, particularly in teacher training and professional development (MLA 1 – expected result 7);
- (b) Future education agenda and global education policies shaped, drawing on relevant research and foresight studies conducted by UNESCO and other institutions (MLA 3 – expected result 11).

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

The General Conference,

Acknowledging the report of the UNESCO International Institute for Capacity-Building in Africa (IICBA) for the 2014-2015 biennium,

Recognizing the importance of maintaining the functional autonomy of the Institute in order to ensure that it can provide services to the Member States in a flexible, effective and efficient way,

Also recognizing the important role teachers play in providing quality education and meeting the needs of Member States, in particular in Africa, to develop national capacities to train, retain and manage quality teachers,

1. *Recommends* IICBA to play a key role in implementing Major Programme I's actions in favour of global priority Africa and contributing to the Priority Africa flagship programme in education;
2. *Emphasizes and values* the important contribution of IICBA to the fulfilment of UNESCO's relevant strategic objectives and the priorities of Major Programme I, particularly with regard to MLA 1 expected result 5 concerning improving the quality of education and the professional development of teachers through:
 - (a) support, focusing on both the development and the implementation of effective teacher policies, including through the UNESCO Strategy on Teachers and UNESCO initiative for teachers, and other UNESCO tools to improve the quality of teacher education curricula, qualification frameworks, gender analysis, and training of teacher trainers at all levels in innovative teacher development;
 - (b) capacity building of teacher-training institutions in management and quality assurance, in particular in the areas of ICT-enhanced teacher standards, the planning for ICTs in education strategies, development of ICTs and open and distance learning (ODL), and online certificate training programmes in teacher development;
 - (c) advocacy based on research and dissemination of research outputs through publications and policy dialogue, seminars and conferences, as well as through partnerships;
3. *Requests* the IICBA Governing Board, acting in conformity with the Statutes of the Institute and with the present resolution, when approving the Institute's budget for 2016-2017:
 - (i) to ensure that the objectives and activities of IICBA correspond to UNESCO's strategic objectives and the priorities and main lines of action of Major Programme I;
 - (ii) to consolidate and develop the programmes and projects of IICBA with the aim of contributing to the achievements of the expected results of Major Programme I as listed in paragraph 7 below;
 - (iii) to continue to work with the Director-General to mobilize the necessary human and financial resources so that IICBA can accomplish its mission;

4. *Authorizes* the Director-General to provide support to IICBA by granting a financial allocation under Major Programme I for a total amount of:
ZNG+ (\$667M) option: **\$3,456,400** for the period 2016-2017;
ZNG (\$653M) option: **\$3,185,400** for the period 2016-2017;
5. *Expresses* its gratitude to Member States and organizations that have contributed intellectually or financially to the activities of IICBA, and invites them to continue their support in 2016-2017 and beyond;
6. *Appeals* to Member States, intergovernmental and international non-governmental organizations, donor agencies, foundations and the private sector to contribute financially and by other appropriate means to the effective execution of IICBA activities in the service of Member States, in conformity with their respective missions, the priorities of Major Programme I, the strategic objectives of UNESCO for 2014-2021, and the strategic plan of IICBA for 2014-2021;
7. *Requests* the Director-General to report periodically to the governing bodies in the statutory reports on the contribution of IICBA to the achievement of the following expected result of Major Programme I:
 - (a) National capacities strengthened, including through regional cooperation, to develop and implement teacher policies and strategies so as to enhance the quality of education and promote gender equality (MLA 1 – expected result 5);
 - (b) Future education agenda and global education policies shaped, drawing on relevant research and foresight studies conducted by UNESCO and other institutions (MLA 3 – expected result 11).

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

The General Conference,

Acknowledging the report of the UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC) for the 2014-2015 biennium,

Recognizing the importance of maintaining the functional autonomy of the Institute in order to ensure that it can provide services to the Member States in a flexible, effective and efficient way,

Also recognizing the strategic role of IESALC in renewing higher education and in promoting scientific and technological development in the Member States of the Latin America and the Caribbean region,

1. *Invites* the Governing Board of IESALC to give priority in the Institute's programme to the following objectives:
 - (a) provide a regional platform for the promotion of inter-university cooperation, as well as collaboration among higher education institutions, in particular by facilitating active involvement of and intellectual partnerships among UNESCO Chairs on higher education in the region;
 - (b) addressing the challenges related to the internationalization of higher education in the region by monitoring and guiding future development of the 1974 Regional Convention on the recognition of higher education studies, diplomas, and degrees;
 - (c) act as an information clearing-house and reference centre on the trends and challenges of higher education in the region, in particular with respect to the provision of higher education, including through information and communication technologies (ICTs);
2. *Also invites* the Governing Board to closely monitor strategic directions and programme implementation to ensure focus; to harmonize the orientations and activities of IESALC with those of UNESCO Headquarters along with those of the field offices in the region; and to take an active role in obtaining regional and international support for the Institute's projects;
3. *Authorizes* the Director-General to support the Institute by providing a financial allocation under Major Programme I for a total amount of:

ZNG+ (\$667M) option: **\$3,023,500** for the period 2016-2017;

ZNG (\$653M) option: **\$2,786,400** for the period 2016-2017;
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 2014-2017 quadrennium;
6. *Requests* the Director-General to report periodically to the governing bodies, in the statutory reports, on the contribution of IESALC to the achievement of the following expected results of Major Programme I:

- (a) National capacities strengthened to develop evidence-based higher education policies to address the challenges of equity, quality, inclusion, expansion, mobility and accountability (MLA 1 – expected result 4);
- (b) Future education agenda and global education policies shaped, drawing on relevant research and foresight studies conducted by UNESCO and other institutions (MLA 3 – expected result 11).

UNESCO Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP)

The General Conference,

Acknowledging the report of the UNESCO Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP) for the 2014-2015 biennium,

Recognizing the important contributions of MGIEP in the implementation of Major Programme I, particularly in the areas of global citizenship education, peace and human rights education, and education for sustainable development, as well as for the UN Secretary General's Global Education First Initiative (GEFI),

Also recognizing the importance of maintaining the functional autonomy of MGIEP in order to ensure that it can provide services to the Member States in a proactive, flexible, effective and efficient way,

Welcoming the process of positioning MGIEP as a centre of excellence in education for peace and sustainable development to foster global citizens,

1. *Emphasizes* the specialized contribution of MGIEP to the fulfilment of the relevant strategic objectives and priorities of Major Programme I, particularly with regard to strengthening the capacities of Member States on global citizenship education, peace and human rights education, education for sustainable development, research and foresight studies through:
 - (a) embedding skills, knowledge, and attitudes for peace, sustainable development, and global citizenship in existing curriculums;
 - (b) supporting innovation in pedagogies and learning processes through research in cognitive science, transformative education, ICT tools, and experiential learning;
 - (c) enhancing the education policy and practices research base, as well as knowledge management and dissemination capacity, on transformative education for peace and sustainable development;
 - (d) facilitating evidence-based and inclusive international education policy dialogues and online youth education programmes on peace, sustainable development and global citizenship, which focus on building the capacities and competencies of the youth on active and sustainable civic and social engagement.
2. *Requests* the MGIEP Governing Board, acting in conformity with the Statutes of the Institute and with this resolution, when approving the Institute's budget for 2016-2017, to:
 - (a) ensure that the objectives and activities of MGIEP correspond to UNESCO's strategic objectives, main lines of action and thematic areas of Major Programme I;
 - (b) support the programmes and projects of UNESCO with the aim of contributing to the achievements of the expected results of Major Programme I;
 - (c) strengthen the collaboration with the Director-General to mobilize the necessary human and financial resources so that MGIEP may further accomplish its mission as a centre of excellence in education for peace and sustainable development to foster global citizens;
3. *Authorizes* the Director-General to provide support to MGIEP by granting a financial allocation under Major Programme I for a total amount of **\$493,000** for the period 2016-2017;

4. *Expresses* its gratitude to the Government of India, Member States and other bodies and institutions that have contributed intellectually or financially to the activities of MGIEP and invites them to continue their support for 2016-2017 and beyond;
5. *Appeals* to Member States, intergovernmental and international non-governmental organizations, donor agencies, foundations and the private sector to contribute financially and by other appropriate means to the effective implementation of the Institute's activities in the service of Member States and towards the priorities of Major Programme I and the strategic objectives of UNESCO for 2014-2021;
6. *Requests* the Director-General to report periodically, to the governing bodies, in the statutory reports on the contribution of MGIEP to the achievement of the following expected results of Major Programme I:
 - (a) Member states integrate peace and human rights education components in education policies and practices (MLA 2 – expected result 8);
 - (b) Capacities of member states strengthened to integrate ESD into education and learning, and ESD strengthened in the international policy agenda (MLA 2 – expected result 9);
 - (c) Future education agenda and global education policies shaped, drawing on relevant research and foresight studies conducted by UNESCO and other institutions (MLA 3 – expected result 11).

Draft Resolution for Major Programme II – Natural Sciences

The General Conference

1. *Authorizes the Director-General* to continue implementing during the period 2016-2017 the plan of action for Major Programme II including the Intergovernmental Oceanographic Commission (IOC), as approved in 37 C/Resolution 21 (paragraph 02000 of document 37 C/5 Approved), with the following adjustments:

(c revised) to allocate for this purpose an amount of:

ZNG+ (\$667M) option: **\$67,350,200** including **\$13,860,900** for IOC for the period 2016-2017 broken down as follows:

MLA 1	\$12,975,100
MLA 2	\$8,269,300
MLA 3	\$13,860,900
MLA 4	\$7,725,700
MLA 5	\$7,448,600
MLA 6	\$16,055,600
Institutes	\$1,015,000

ZNG (\$653M) option **\$64,480,200** including **\$13,270,400** for IOC for the period 2016-2017 broken down as follows:

MLA 1	\$12,403,000
MLA 2	\$7,916,900
MLA 3	\$13,270,400
MLA 4	\$7,216,100
MLA 5	\$7,303,600
MLA 6	\$15,355,200
Institutes	\$1,015,000

2. *Requests* the Director-General:

(b) to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:

Main line of action 1: Strengthening STI policies, governance and the science-policy-society interface

Expected results (1), (2) and (3) have been merged into one result which should read as follows:

(1 revised) Strengthening STI policies, the science-policy interface, and engagement with society, including vulnerable groups such as SIDS and indigenous peoples;

Main line of action 2: Building institutional capacities in science and engineering

- (2) Capacity-building in research and education in the natural sciences enhanced, including through the use of ICTs;
- (3) Interdisciplinary engineering research and education for sustainable development advanced and applied;

Main line of action 3: Promoting knowledge and capacity for protecting and sustainably managing the ocean and coasts

- (4) Scientific understanding of ocean and coastal processes bolstered and used by Member States to improve the management of the human relationship with the ocean;
- (5) Risks and impacts of ocean-related hazards reduced, climate change adaptation and mitigation measures taken, and policies for healthy ocean ecosystems developed and implemented by Member States;
- (6) Member States' institutional capacities reinforced to protect and sustainably manage ocean and coastal resources;

Main line of action 4: Fostering international science collaboration for earth systems, biodiversity, and disaster risk reduction

- (7) Global cooperation in the ecological and geological sciences expanded;
- (8) Risk reduction improved, early warning of natural hazards strengthened and disaster preparedness and resilience enhanced;

Main line of action 5: Strengthening the role of ecological sciences and biosphere reserves

- (9) Use of biosphere reserves as learning places for equitable and sustainable development and for climate change mitigation and adaptation strengthened;

Main line of action 6: Strengthening freshwater security

- (10) Responses to local, regional and global water security challenges strengthened;
 - (11) Knowledge, innovation, policies and human and institutional capacities for water security strengthened through improved international cooperation;
- (c revised) to report, in her statutory reports on the execution of the programme adopted by the General Conference, on measures taken to optimize the use of resources in the implementation of programme activities;

Draft resolution for the Abdus Salam International Centre for Theoretical Physics (ICTP)

The General Conference,

Recognizing the important role of the Abdus Salam International Centre for Theoretical Physics (ICTP), as a category 1 UNESCO centre, in fostering capacities and knowledge in theoretical and applied physics, pure applied mathematics, in interdisciplinary areas including climate change, and disaster risk reduction, and in the new scientific fields at ICTP of renewable energy, quantitative biology and high-performance computing, with a 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, when approving the Centre's budget for 2016-2017 to continue implementing the plan of action for the Abdus Salam International Centre for Theoretical Physics (ICTP) as approved in 37 C/Resolution 23 (paragraph 02200 of document 37 C/5 Approved) with the following adjustments:
 - (a) to implement during the period 2016-2017, the plan of action for the Abdus Salam International Centre for Theoretical Physics (ICTP) structured around three lines of action, with special emphasis on Africa, gender equality, least developed countries (LDCs) and small island developing States (SIDS), as well as youth;
2. *Authorizes* the Director-General to support ICTP by providing a financial allocation for this purpose of **\$1,015,000** for the period 2016-2017;
3. *Requests* the Director-General :
 - (a) to report periodically to the governing bodies, in the statutory reports, on the achievement of the expected results as approved in 37 C/Resolution 23 (paragraph 02200 of document 37 C/5 Approved);
 - (b) to report, in her statutory reports on the execution of the programme adopted by the General Conference, on measures taken to optimize the use of resources in the implementation of programme activities;
4. *Expresses its gratitude* to the International Atomic Energy Agency (IAEA), the Italian Government, and the Member States and other entities that have supported the Centre through voluntary contributions, and invites them to continue their support in 2016-2017 and beyond;
5. *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 herein.

Draft resolution for Major Programme III – Social and human sciences

The General Conference,

1. *Authorizes* the Director-General to continue implementing during the period 2016-2017 the plan of action for Major Programme III as approved in 37 C/Resolution 37 (paragraph 03000 of document 37 C/5 Approved), with the following adjustments:

Strategic objective 6: Supporting inclusive social development, fostering intercultural dialogue for the rapprochement of cultures and promoting ethical principles

The third bullet points of paragraph (i) is revised as follows:

- leading initiatives based on Human rights approach in education, the sciences, culture, communication and information developed that support social transformations for the emergence of more inclusive societies and greater intercultural dialogue;

Paragraph (v) is moved as new fourth bullet point of paragraph (i):

- coordinate the application of a human rights-based approach across all programmes and activities of the Organization and coordinate input to United Nations human rights mechanisms, such as the Universal Periodic Review, and to United Nations inter-agency processes, including the United Nations Development Group (UNDG);

(c revised) to allocate for this purpose an amount of:

ZNG+ (\$667M) option: **\$35,029,600** for the period 2016-2017 broken down as follows:

MLA 1	\$16,216,100
MLA 2	\$6,959,700
MLA 3	\$11,853,800

ZNG (\$653M) option: **\$33,532,300** for the period 2016-2017 broken down as follows:

MLA 1	\$15,520,700
MLA 2	\$6,664,700
MLA 3	\$11,346,900

2. *Requests* the Director-General:

- (b) to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:

Main line of action 1: Mobilizing future-oriented research, knowledge and policy making to support social transformations, social inclusion and intercultural dialogue

- (2 revised) initiatives based on Human rights approach in education, culture, the sciences, communication and information developed that support social transformations for the emergence of more inclusive societies and greater intercultural dialogue;

Main line of action 2: Empowering Member States to manage the ethical, legal, environmental and societal implications of scientific and technological challenges with a view to achieving inclusive and sustainable social development

Expected results 4 and 5 have been merged into one result which should read as follows:

- (4) Capacities of Member States strengthened to manage bioethical challenges and engage fully in debates on bioethics and on the identification of the ethical, legal and social implications of cutting-edge science, emerging technologies and their application for sustainable development;

Main line of action 3 (revised): Building policies through a participatory process with stakeholders in both the fields of youth and of sports; supporting youth development and civic engagement

- (5) Capacities of Member States strengthened to design and implement multi-stakeholder and inclusive public youth policies, and young women and men engaged in community building and democratic processes;
- (6) Multi-stakeholder and inclusive public policies designed and implemented by Member States in the field of physical education, sports and anti-doping;

Expected result 8 is deleted

- (c revised) to report, in her statutory reports on the execution of the programme adopted by the General Conference, on measures taken to optimize the use of resources in the implementation of programme activities;

Draft Resolution for Major Programme IV – Culture

The General Conference,

1. *Authorizes* the Director-General to continue implementing during the period 2016-2017 the plan of action for Major Programme IV as approved in 37 C/Resolution 42 (paragraph 04000 of document 37 C/5 Approved) with the following adjustments:

(b revised) to resort also in the implementation of the plan of action for Major Programme IV to South-South and North-South-South cooperation, as complementary modalities for delivery of the programme, to continue to develop partnerships with civil society, the private sector, organizations of the United Nations system, and other international organizations at all stages of programme development, and to demonstrate through evidence based impacts the role of culture as an enabler and driver of sustainable development in the implementation of the post-2015 development agenda, in order to:

Strategic objective 7: Protecting, promoting and transmitting heritage

- (i revised) protect and safeguard heritage in all its forms, and promote the wise and sustainable management thereof, in order to underscore the central role of heritage in promoting sustainable development, and as a vector of dialogue, cooperation and mutual understanding within and among countries, especially in crisis situations, including through strengthened relationships with other relevant conventions such as the Convention on Biological Diversity and the Ramsar Convention, as well as intergovernmental programmes such as the UNESCO Intergovernmental Oceanographic Commission and the Programme on Man and the Biosphere; specifically strengthen the implementation of the 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, and articulate international efforts needed to ensure its effective implementation and progressive development;
- (iv revised) provide children and youth with basic knowledge on heritage conservation and values, develop mutual understanding and networks among students and teachers and raise awareness among local communities about their heritage, including through an integrated heritage **education** programme;

Strategic objective 8: Fostering creativity and the diversity of cultural expressions

- (v revised) strengthen the legal, policy and institutional environments that promote living heritage and creativity and support the diversity of cultural expressions, through the safeguarding of intangible cultural heritage and support for the emergence of dynamic cultural and creative industries, particularly mechanisms that foster local production of cultural goods and services, the development of local markets and access to platforms for their distribution/exchange worldwide, thereby highlighting the role of cultural and creative industries in poverty alleviation through job creation and income generation, and providing further evidence of the link between culture and sustainable development in implementing the post-2015 development agenda, especially in cities. Particular attention will be given to capacity-building in priority areas, including for youth. Attention will also be given to reinvigorating the international debate to improve socio-economic conditions for artists;

(c revised) to allocate for this purpose an amount of

option ZNG+ (\$667M): **\$57,147,000** for the period 2016-2017 broken down as follows:

MLA 1 \$35,253,700

MLA 2 \$21,893,300

option ZNG (\$653M): **\$54,722,100** for the period 2016-2017 broken down as follows:

MLA 1 \$33,439,900

MLA 2 \$21,282,200

2. *Requests* the Director-General:

(7) National capacities strengthened and utilized for the development of policies and measures to promote the diversity of cultural expressions, in particular through the effective implementation of the 2005 Convention;

(c revised) to report, in her statutory reports on the execution of the programme adopted by the General Conference, on measures taken to optimize the use of resources in the implementation of programme activities;

Major Programme V – Communication and Information

The General Conference

1. *Authorizes the Director-General to continue implementing during the period 2016-2017 the plan of action for Major Programme V, as approved in 37 C/Resolution 49 (paragraph 05000 of document 37 C/5 Approved), with the following adjustments;*

- (b new) to continue promoting ‘free, independent and pluralistic media’ and ‘building knowledge societies through information and communication technologies (ICTs)’ within and beyond the 2015 post development agenda given the importance and timeliness of such programmatic interventions for future generations;

Strategic objective 9: Promoting freedom of expression, media development, and access to information and knowledge

- (iv revised) promote media pluralism, including **fostering full participation by stakeholders in** World Radio Day celebrations (13 February), and by work with community media, including community radio, to adopt programming guidelines for ensuring the representation of women and youth;

- (v revised) foster increased gender equality in media operations and **content** by partnering with media institutions to apply and promote the Gender-Sensitive Indicators for Media (GSIM). The Organization will advance gender equality in and through media by implementing the plan of action of the UNESCO-led Global Alliance on Media and Gender (GAMAG) between media, civil society and governments;

- (xiii revised) strengthen the Memory of the World Programme and further position it as the global mechanism for seeking solutions to the challenges of preservation of the documentary heritage, including in digital or digitized forms, and be at the forefront of evolving trends and developments in this area, and further reinforce the Programme by increasing human and financial resources and implement the Action Plan for Strengthening the Memory of the World Programme adopted by the Executive Board at its 191st session, with due consideration to the existing budgetary constraints;

Paragraph (xiv) is merged with paragraph (xiii)

- (c revised) to allocate for this purpose an amount of

ZNG+ (\$667M) option: **\$34,372,200** for the period 2016-2017 broken down as follows:

MLA 1	\$14,997,600
MLA 2	\$19,374,600

ZNG (\$653M) option: **\$32,903,800** for the period 2016-2017 broken down as follows:

MLA 1	\$14,395,600
MLA 2	\$18,508,200

Main line of action 1: Promoting an enabling environment for freedom of expression, press freedom and journalistic safety, facilitating pluralism and participation in media, and supporting sustainable and independent media institutions

Expected results (1) and (3) have been merged into expected result 1 which should read as follows:

- (1) The environment for freedom of expression, press freedom, journalistic safety and self-regulation strengthened, for both online and offline media platforms, and especially in post-conflict countries and countries in transition, through favourable policies and practices and support to national media institutions;
- (2) Pluralistic media institutions facilitated, including by adoption of gender-sensitive policies and through support for strengthened community media policy and practice, while citizens, and particularly youth, are empowered through enhanced media and information literacy (MIL) competencies;

Main line of action 2: Enabling universal access and preservation of information and knowledge

- (3) The Open Solutions for Knowledge Societies programme (open educational resources, open access, free and open source software, open training platform, open data and Open Cloud) and ICT accessibility, including for the disabled, and for all languages, promoted in Member States;

Expected results (5) and (6) have been merged into a new expected result (4) which should read as follows:

- (4) Universal access to information enhanced and documentary heritage preserved in all its forms through a strengthened Memory of the World Programme, and Member States supported in implementing the World Summit on Information Society (WSIS) outcomes;
- (c) to report, in her statutory reports on the execution of the programme adopted by the General Conference, on measures taken to optimize the use of resources in the implementation of programme activities;

06000

UNESCO Institute for Statistics (UIS)

The General Conference,

Taking note of the reports of the Governing Board of the UNESCO Institute for Statistics (UIS) for 2014 and 2015,

1. *Requests* the Governing Board of the UNESCO Institute for Statistics to ensure that the Institute's programme focuses on the following priorities, with special emphasis on the needs of Africa, gender equality, youth, least developed countries (LDCs) and small island developing States (SIDS) as well as the most vulnerable segments of society, including indigenous peoples, in order to:
 - (a) improve the relevance and quality of UNESCO's international database by developing new statistical concepts, methodologies and standards in education, science, culture and communication; promoting the collection and production of quality statistics and indicators in a timely manner, and strengthening communication with Member States and cooperation with field offices and partner agencies and networks;
 - (b) support Member States and reinforce their capacities in developing national strategies by: providing training in data collection and use; disseminating technical guidelines and tools, and providing expert advice and support to in- country statistical activities;
 - (c) support the development of policy analysis in Member States by: providing relevant training on data analysis; conducting analytical studies in partnership with international specialists; disseminating best practices and analytical reports to a wide audience, and regularly reporting on the dissemination and use of UIS statistics;
 - (d) address the issue of education quality and the assessment of learning outcomes by serving as a clearing house for information in this field while promoting cooperation and convergence among existing international initiatives regarding student assessment;
 - (e) implement the 2011 International Standard Classification of Education (ISCED) and the revised ISCED fields of education and training;
 - (f) continue successful collaboration with various agents within the international statistical landscape, including the Organisation for Economic Co-operation and Development (OECD), the Statistical Office of the European Communities (Eurostat) and others;
2. *Authorizes* the Director-General to support the UNESCO Institute for Statistics by providing a financial allocation of:

option ZNG+ (\$667M): **\$9,648,800** for the period 2016-2017;

option ZNG (\$653M): **\$9,232,900** for the period 2016-2017;

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 periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:

Main line of action 1: Development of education indicators and promotion of data use and analysis

- (1) More relevant and timely education statistics and indicators produced;
- (2) Appropriate methodologies and standards in the field of education statistics developed, maintained and refined;
- (3) Capacities of national statisticians strengthened in the production and use of national and comparative education data;
- (4) Use and analysis of education statistics promoted;

Main line of action 2: Development of international statistics on education outcomes

- (5) A common framework to produce comparative analysis and international monitoring of progress in learning outcomes used by the international education community;

Main line of action 3: Development of international statistics on science, technology and innovation; culture, communication and information

- (6) Timely statistical information and analysis on research and development and innovation statistics made available to Member States;
- (7) Timely and policy-relevant statistical information and analysis of cultural statistics made available to Member States;
- (8) Timely and policy-relevant statistical information and analysis on communication statistics made available to Member States;

Main line of action 4: Reinforcement of cross-cutting statistical activities

- (9) Quality of data produced by UIS constantly monitored and improved;
- (10) Access to and use of UIS data made easier, more efficient and better adapted to users' requirements.

Management of Field Offices

07000

Draft resolution for the Management of field offices

The General Conference

1. *Authorizes* the Director-General to continue implementing during the period 2016-2017 the plan of action for the management of field offices as approved in 37 C/Resolution 58 (paragraph 07000 of document 37 C/5 Approved), with the following adjustments:

Paragraph (vi) is deleted

- (b revised) to allocate for this purpose an amount of **\$84,353,800** for the period 2016-2017;
3. *Also requests* the Director-General to report, in her statutory reports on the execution of the programme adopted by the General Conference, on measures taken to optimize the use of resources in the implementation of programme activities.

Programme-Related Services

08100

Draft resolution for the Coordination and monitoring of action to benefit Africa

The General Conference

1. *Authorizes* the Director-General to continue implementing during the period 2016-2017 the plan of action for the Coordination and monitoring of action to benefit Africa, as approved in 37 C/Resolution 59 (paragraph 08100 of document 37 C/5 Approved), with the following adjustments:

(b revised) to allocate for this purpose an amount of **\$8,181,500** for the 2016-2017 period;
3. *Also requests* the Director-General to report, in her statutory reports on the execution of the programme adopted by the General Conference, on measures taken to optimize the use of resources in the implementation of programme activities.

Draft resolution for the Coordination and monitoring of action to implement gender equality

The General Conference

1. *Authorizes* the Director-General to continue implementing during the period 2016-2017 the Gender Equality Action Plan for 2014-2021 (GEAP II) with the corresponding expected results set for 2014-2017 as approved in 37 C/Resolution 60 (paragraph 08200 of document 37 C/5 Approved) with the following adjustments::

(ii revised) lead and coordinate UNESCO's programming efforts to promote gender equality with a systematic focus on strengthening commitment, competence and capacity for the effective implementation of this priority in planning, programming, implementation and monitoring/evaluation;

(iii revised) further strengthen and institutionalize the United Nations-endorsed two-pronged approach to gender equality: gender-specific programming, focusing on women's and men's social, political and economic empowerment as well as transforming norms of masculinity and femininity, and mainstreaming gender equality considerations in policies, programmes and initiatives;

(v revised) support improved collection and analysis of sex-disaggregated data by Major Programmes and UIS to support evidence-based policy-making and programming;

Paragraph (vi) is deleted

(vi revised) provide strategic and technical guidance for gender mainstreaming in six critical areas: accountability; results-based mainstreaming for gender equality; monitoring and reporting; capacity development, and coherence, coordination and knowledge and information management;

(vii revised) provide strategic leadership and backstopping concerning UNESCO's participation in the United Nations work and reform processes pertaining to gender equality and the empowerment of women at the global, regional and country levels within the post-2015 development agenda;

(viii revised) monitor the prioritization of the global priority gender equality at all stages of programming and at all programme levels, for both regular and extrabudgetary activities;

(ix revised) further improve staff capacities to effectively mainstream gender equality into operations through ongoing capacity development and training for selected staff;

(x revised) continue to strengthen the skills and competence of the Gender Focal Point Network to ensure improved management and delivery of both gender mainstreaming and gender-specific programming across programme sectors;

(xi revised) provide technical advice to the Bureau of Human Resources Management (HRM) on gender-responsive human resources and staff policies, including equal career opportunities for staff and appropriate working arrangements to balance work and life while gradually increasing the representation of women at decision-making levels within the Secretariat to achieve gender parity, and monitor gender parity in the Secretariat;

(xii revised) promote the visibility of UNESCO's actions through reporting/communication of gender equality results;

(xiii revised) coordinate and strengthen existing partnerships and networks and develop new and innovative ones – both internal and external – through advocacy for and engagement in policy dialogue for championing the rights of girls and women, gender equality and the empowerment of women both within the Secretariat and with other stakeholders, including relevant UNESCO networks and Chairs, National Commissions, civil society organizations, particularly women's groups, academia and the private sector;

(xvi revised) represent UNESCO at sessions of the United Nations Commission on the Status of Women (CSW) and the Committee on the Elimination of Discrimination against Women (CEDAW);

(b revised) to allocate for this purpose an amount of **\$2,240,700** for the period 2016-2017;

3. *Also requests* the Director-General to report, in her statutory reports on the execution of the programme adopted by the General Conference, on measures taken to optimize the use of resources in the implementation of programme activities.

Draft resolution for UNESCO's response to post-conflict and post-disaster situations

The General Conference

1. *Authorizes* the Director-General to continue implementing during the period 2016-2017 the plan of action for UNESCO's response to post-conflict and post-disaster situations as approved in 37 C/Resolution 61 (paragraph 08300 of document 37 C/5 Approved) with the following adjustments:
 - (b revised) to allocate for this purpose an amount of **\$1,450,400** for the period 2016-2017;
 2. *Requests* the Director-General:
 - (a revised) to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:
 - (1) Effective response to crisis situations through backstopping of field offices and enhancing of their capacities to engage in crisis situations, planned and coordinated action integrated in the overall humanitarian response, and crisis-response projects funded through United Nations appeals and other financing modalities;
 - (2) Contribution to and integration into global United Nations (and other) crisis coordination mechanisms and processes;
 - Expected result 3 is deleted*
 - (3) Supporting in-house capacity for disaster preparedness, conflict prevention and peacebuilding activities, particularly by providing knowledge management services;
- (b revised) to report, in her statutory reports on the execution of the programme adopted by the General Conference, on measures taken to optimize the use of resources in the implementation of programme activities.

Draft resolution for Strategic planning, programme monitoring and budget preparation

The General Conference

1. *Authorizes* the Director-General to continue implementing during the period 2016-2017 the plan of action for strategic planning, programme monitoring and budget preparation, as approved in 37 C/Resolution 62 (paragraph 08400 of document 37 C/5 Approved), with the following adjustments:

(d revised) monitor the implementation of the approved programme and its workplans through regular reviews to assess progress towards the outputs and expected results, and report thereon periodically to the Governing Bodies in the context of the statutory reports;

(e new) provide strategic and managerial advice and backstopping to the Field Offices and monitor the implementation of the strategy for the reform of the UNESCO' field network;

Paragraph (f) is deleted

(g revised) maintain and enhance cooperation with extrabudgetary funding sources in line with the Director-General's Action Plan on improved management of UNESCO's extrabudgetary funds by:

- (i) coordinating and refining arrangements for the upfront programming of extrabudgetary resources for the 38 C/5 (Complementary Additional Programme);
- (ii) maintaining good donor relations with existing donors, reaching out to new partners, and supporting the resource mobilisation efforts of Programme Sectors and Field Offices inter alia through the negotiation of agreements and the provision of advice and intelligence on funding opportunities;
- (iii) building capacity for project design, resource mobilisation, management and monitoring of extrabudgetary resources, through training and the promotion of knowledge exchange, particularly between Field Offices, and the refinement of relevant systems and processes;
- (iv) in the context of 'financing sustainable development' promote domestic resource mobilisation for implementing the SDG's, inter alia by supporting UNESCO Field Offices in the development of country level resource mobilisation strategies and by promoting the establishment of country cooperation frameworks targeting public and private partners;
- (v) coordinating the further refinement of the Comprehensive Partnership Strategy and reporting thereon;
- (vi) programming activities for extrabudgetary support through the Complementary Additional Programme (CAP) corresponding to the priorities of the regular programme in document 37 C/5;
- (vii revised) refining the Organization's resource mobilization strategy with Programme Sectors and Field Offices;
- (viii) further developing and coordinating the implementation of public-private sector partnerships, in consultation with National Commissions;

Paragraph (iv) and (v) are deleted

(I revised) provide leadership to the Contracts Committee;

(B. revised) to allocate for this purpose an amount of **\$8,419,200** for the period 2016-2017;

2. *Requests* the Director-General to report periodically to the Governing Bodies, in the statutory reports, on the achievement of the following expected results:
 - (2) Volume of extrabudgetary resources increased and channels and methods for resource mobilization enhanced especially with regard to emerging donors, private sector partnerships and innovative financing approaches;
3. *Also requests* the Director-General to report, in her statutory reports on the execution of the programme adopted by the General Conference, on measures taken to optimize the use of resources in the implementation of programme activities.

Draft resolution for Organization-wide knowledge management

The General Conference

1. *Authorizes* the Director-General to continue implementing during the period 2016-2017 the plan of action for organization-wide knowledge management as approved in 37 C/Resolution 63 (paragraph 08500 of document 37 C/5 Approved), with the following adjustments;

(b revised) to allocate for this purpose an amount of **\$5,052,000** for the period 2016-2017;
3. *Also requests* the Director-General to report, in her statutory reports on the execution of the programme adopted by the General Conference, on measures taken to optimize the use of resources in the implementation of programme activities.

Draft resolution for External relations and public information

The General Conference

2. *Authorizes* the Director-General to continue implementing during the period 2016-2017 the plan of action for External relations and public information as approved in 37 C/Resolution 71 (paragraph 08600 of document 37 C/5 Approved), with the following adjustments:

(b revised) to allocate for this purpose an amount of **\$24,634,100** for the period 2016-2017;
3. *Requests* the Director-General to report in the statutory reports on the achievement of the following expected results:

(7 revised) Dissemination of knowledge and information facilitated via the integrated web content management platform and social media channels in multiple languages promoting UNESCO priorities and activities;
4. *Also requests* the Director-General to report, in her statutory reports on the execution of the programme adopted by the General Conference, on measures taken to optimize the use of resources in the implementation of programme activities.

Participation Programme and Fellowships

09000

Draft resolution for Participation Programme and Fellowships

The General Conference

1. *Authorizes* the Director-General to continue implementing, during the period 2016-2017, the Programme of Participation in the activities of Member States and the plan of action for the Fellowships programme, as approved in 37 C/Resolution 72 (paragraph 09000 of document 37 C/5 Approved) with the following adjustments:

A – Participation Programme

3. *Requests* the Director-General to report in the statutory reports on the achievement of the following expected result:
 - Programme management significantly improved to ensure greater transparency, strengthen accountability mechanisms, promote the Organization's image, increase the impact of its action and give effective priority to Africa and to other priority target countries (LDCs, SIDS, developing countries and post-conflict and post-disaster countries).

C – Appropriation for the Participation Programme and Fellowships Programme

1. *Authorizes* the Director-General:
 - (a) to allocate for the period 2016-2017 for the Participation Programme an amount of **\$15,832,900** for direct programme costs;
 - (b) to allocate also for the period 2016-2017 for the Fellowships Programme an amount of **\$900,000** to honour UNESCO obligations under cost-sharing arrangements with donors in the framework of the co-sponsored fellowships programmes;
 - (c) to allocate further for the period 2016-2017 for staff and operating costs of the Participation Programme and Fellowships Programme unit an amount of **\$1,672,800**.

10000

Draft resolution for Human resources management

The General Conference

1. *Authorizes* the Director-General to continue implementing during the period 2016-2017 the plan of action for human resources management as approved in 37 C/Resolution 74 (paragraph 10000 of document 37 C/5 Approved), with the following adjustments:
 - (ii new) initiate the development of a new staffing strategy for 2017 onwards;
 - (iii) implement the geographical mobility policy, to address the Organization's programme and staffing needs, and effectively support the field network reform;
 - (vii) support the financial stability of the Medical Benefits Fund (MBF) by implementing best industry practice mechanisms, as approved by the Director-General;
 - (b revised) to allocate for this purpose an amount of **\$33,420,100** for the period 2016-2017;
3. *Also requests* the Director-General to report, in her statutory reports on the execution of the programme adopted by the General Conference, on measures taken to optimize the use of resources in the implementation of programme activities.

Draft resolution for Financial management

The General Conference

1. *Authorizes* the Director-General to continue implementing during the period 2016-2017 the plan of action for Financial Management, as approved in 37 C/Resolution 75 (paragraph 11000 of document 37 C/5 Approved), with the following adjustments:

(b revised) to allocate for this purpose an amount of \$**14,438,100** for the period 2016-2017;
3. *Also requests* the Director-General to report, in her statutory reports on the execution of the programme adopted by the General Conference, on measures taken to optimize the use of resources in the implementation of programme activities.

Draft resolution for Management of support services

The General Conference

1. *Authorizes* the Director-General to continue implementing during the period 2016-2017 the plan of action for the management of support services as approved in 37 C/Resolution 73 (paragraph 12000 of document 37 C/5 Approved), with the following adjustments:

Paragraph (ii) is deleted

- (ii) management of languages and documents;
- (iii) management of facilities, security and safety, conferences and cultural events;
- (b revised) to allocate for this purpose an amount of **\$46,167,500** for the period 2016-2017;
3. *Requests* the Director-General to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:
 - (1) Greater efficiencies and value for money achieved;

Expected result 2 is deleted

- (2) Multilingualism and quality assurance of translation and document services ensured;
- (3) Safe, secure, ergonomic, and more accessible work environment ensured;
4. *Also requests* the Director-General to report, in her statutory reports on the execution of the programme adopted by the General Conference, on measures taken to optimize the use of resources in the implementation of programme activities.

Draft resolution for Management of information systems and communications

The General Conference

1. *Authorizes* the Director-General to continue implementing during the period 2016-2017 the plan of action for management of information systems and communications as approved in 37 C/Resolution 73 (paragraph 12000 of document 37 C/5 Approved), aimed at providing support for the effective implementation of UNESCO's programmes and at ensuring the appropriate management of information systems and communications, namely:
 - (i) available infrastructure including email and internet services;
 - (ii) guaranteed access and preservation of institutional memory;
 - (iii) new technologies proposed with clear benefits for programme delivery;

(b revised) to allocate for this purpose an amount of \$**11,587,300** for the period 2016-2017;
2. *Requests* the Director-General to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected result:
 - (1) Programme delivery enabled
3. *Also requests* the Director-General to report, in her statutory reports on the execution of the programme adopted by the General Conference, on measures taken to optimize the use of resources in the implementation of programme activities.



United Nations
Educational, Scientific and
Cultural Organization

2016-2017

38 C/5

VOLUME 2

DRAFT BUDGET





United Nations
Educational, Scientific and
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2016-2017 38 C/5
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Published in 2015
by the United Nations Educational,
Scientific and Cultural Organization
7, Place de Fontenoy, 75352 PARIS 07 SP
Composed and printed in the workshops of UNESCO

Cover photo: © Shutterstock/Godruma

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Printed in France

38 C/5 Draft – Volume 2

Table of Contents

	Paragraph	Page
Introduction by the Director-General		i
Summary by sector/unit of regular programme and extrabudgetary resources		v
Part I – General Policy and Direction		3
I.A – Governing bodies	00101-00106	6
I.B – Direction	00201-00604	8
Chapter 1 – Directorate	00201	8
Chapter 2 – Executive Office of the Director-General	00301	9
Chapter 3 – Internal Oversight	00401-00405	10
Chapter 4 – International Standards and Legal Affairs	00501-00503	11
Chapter 5 – Ethics	00601-00604	12
I.C – Participation in the Joint Machinery of the United Nations system (JUNM)	00701	14
Part II – Programmes and Programme-Related Services		15
II.A – Programmes	01000-07006	15
Major Programme I – Education	01000-01603	17
Major Programme II – Natural sciences	02000-02208	46
Major Programme III – Social and human sciences	03000-03034	69
Major Programme IV – Culture	04000-04032	81
Major Programme V – Communication and information	05000-05021	93
UNESCO Institute for Statistics (UIS)	06000-06029	107
Management of Field Offices	07000-07006	115
Supplementary funding for the Field Network Reform		119
II.B – Programme-Related Services	08100-08618	121
Chapter 1 – Coordination and monitoring of action to benefit Africa	08101-08115	124
Chapter 2 – Coordination and monitoring of action to implement priority gender equality	08201-08223	125
Chapter 3 – UNESCO’s response to post-conflict and post-disaster situations	08301-08306	129
Chapter 4 – Strategic planning, programme monitoring and budget preparation	08401-08406	130
Chapter 5 – Organization-wide knowledge management	08501-08503	133
Chapter 6 – External relations and public information	08601-08618	134

	Paragraph	Page
II.C – Participation Programme and Fellowships	09000-09201	139
Chapter 1 – Participation Programme	09101-09103	140
Chapter 2 – Fellowships programme	09201	140
Part III – Corporate Services		141
III.A – Human resources management	10000-10002	145
III.B – Financial management	11000-11005	147
III.C – Management of support services	12000-12019	150
III.D – Management of information systems and communications	13001-13003	152
Reserves for staffing adjustments and for the After Service Health Insurance long-term liability (ASHI)		155
Part IV – Loan Repayments for the Renovation of Headquarters Premises and the IBE Building		157
Part V – Anticipated Cost Increases		159

Introduction by the Director-General

In 2015, UNESCO celebrates its 70th anniversary. This is a moment for all to renew their commitment to the founding principles of UNESCO as the House of all nations, embodying the aspiration of all societies to peace that is lasting and development that is sustainable on the basis of human rights and dignity.

Since 1945, UNESCO has been acting across the world to strengthen the defences of peace by promoting education for all, by safeguarding humanity's shared cultural heritage and diversity on the basis of human rights, by advancing scientific cooperation for the benefit of all, by supporting States in understanding and managing social transformations and by defending freedom of expression and promoting media development.

Today, this 'soft power' has never been so important.

Every day reminds us that we are living in a new age of limits – in terms of resources, in terms of the boundaries of the planet. In this world of change, I believe we must make far more of the single most powerful and renewable energy that we have – that of human ingenuity. Nurturing human ingenuity must start with each woman and man, with their human rights and dignity. It means giving them the tools and freedom to shape the world to their aspirations. It means respecting diversity as sources of belonging and strength, on the basis of universal human rights. It means shared responsibility towards the well-being of everyone, wherever they live, whatever their circumstances. It means building everyday peace, through actions at the local level for the good for the world as a whole.

I see this as an agenda for global solidarity, for strengthening humanity as a single community and for protecting the world as one.

UNESCO is essential for taking this agenda forward. Globalization has accelerated, and so has the impact of climate change. There has been tremendous growth across the world, but also rising inequalities. Societies have never been so integrated, nor so vulnerable. Information has never been so widely available, but knowledge gaps are deepening. Aspirations for human rights and dignity are high, but so are frustrated expectations. In this context, cooperation in education, the sciences, culture, communication and information has never been so urgent.

At this time of great change, when all societies are undergoing transformation, UNESCO must answer the call to help shape a new world for justice and equality, for dignity and respect. I am convinced the world needs a new humanism today, to combine sustainable development with the preservation of the planet and the respect for human rights and human dignity. This demands urgent attention to the aspirations of the poorest among us and to the desperate needs of those suffering from the consequences of conflicts and natural disasters. It calls for renewed focus on the shared values of mutual respect, tolerance and mutual understanding. It must encourage us to build more inclusive societies, where knowledge and creativity can flourish for the benefit of all. It requires us to replace violence with dialogue and a culture of peace and reconciliation.

2015 is a turning point year, as the deadline for the Millennium Development Goals and the Education for All objectives, when States will shape a new global sustainable development agenda. UNESCO's mandate is vital to the success of the future agenda, to build sound foundations for sustainable development, lasting peace, and meaningful international cooperation, on the basis of solidarity and dialogue, mutual respect and justice.

This mission stands at the heart of the Programme and Budget for 2016-2017 – this is the first budget for UNESCO in the post-2015 period, reflecting the contributions that the Organisation has been bringing to support Member States in shaping the new global sustainable development agenda and the shared aspiration to craft an Organization that is fit for purpose in implementing the new agenda.

This Programme and Budget is consistent with the Medium-term Strategy for 2014-2021 (37 C/4), and a direct continuation of the four-year programme defined for the period 2014-2017, to which minor adjustments to reflect evolving needs have been made. As requested by the General Conference, the proposed budget allocations for the biennial period 2016-2017 maintains the biennial cycle for the appropriation of the budget.

This Programme and Budget has been crafted with clear goals:

- To shape an Organization that is fit for purpose, to respond fully and effectively to the needs of Member States, leading cooperation in its fields of competences;
- To prioritize programmes according to the priority scale agreed to by the Executive Board in 2013, and strengthen UNESCO's commitment to the two global priorities, Global Priority Africa and Global Priority Gender Equality;
- To reinforce the share of UNESCO's budget devoted to programme;
- To reflect the programme areas critical for the achievement of sustainable development goals by 2030, in education, science, culture, communication and information, ocean and prepare the Organization to the post-2015 period, focusing on UNESCO's comparative advantages;
- To consolidate UNESCO's position as an effective and long-term leader and partner within a reforming UN system, at global, regional and country level, reinforcing UNESCO's partnerships within the UN system, giving the priority of priorities to the future education agenda;
- To support specific interventions in relation to youth, the least developed countries (LDCs), Small Island Developing States (SIDS), and the most marginalized social groups, and mobilizes the potential of ICTs and the Internet to build knowledge societies;
- To pursue the innovation and reform of the Organization along the four core directions established by the Independent External Evaluation of UNESCO:
 - Increasing UNESCO's focus,
 - Positioning UNESCO closer to the Field,
 - Strengthening UNESCO's participation in the United Nations system,
 - Developing and strengthening UNESCO's partnerships,
- To ensure the delivery of all of UNESCO's statutory obligations.

In order to prepare the Organization for the consequences of the withholding of significant assessed contributions, the Executive Board has asked me to present an expenditure plan for the 38 C/5 that sets out spending priorities for the Organization based on the expected cash flow situation for 2016-2017.

The corresponding scenarios are presented in Addendum 2 of the 38 C/5, which details the \$507 and the \$518 million Expenditure Plans. This will allow for an informed comparison between the expected results and performance indicators foreseen under these expenditure plans and the \$653-667 million budget scenarios. The following table describes clearly the overall distribution and strengthening efforts towards programme delivery:

	Programme (5MPs)	Programme Support	Subtotal Prog. & Prog. Support	Corporate Services	Other	Total
	%	%	%	%	%	%
\$507M	42.0	36.4	78.4	17.2	4.4	100
\$653M	46.7	33.2	79.8	16.2	4.0	100
\$518M	43.1	35.7	78.8	16.9	4.3	100
\$667M	47.7	32.5	80.3	15.8	3.9	100

Note: Programme = 5 Major Programmes
 Programme support = UIS, Field Management, Part II, B, C, Part I
 Corporate Services = Part III (HRM, BFM, MSS, Information Systems)
 Other = Reserve for staffing adjustments, ASHI, Loan repayment, Part V

At this time when the Organisation is in such demand as demonstrated by the series of events and current affairs, I am convinced the Organisation needs the requisite support. The process of deep reform and innovation must continue so as to consolidate the gains achieved and take these even further. The Organization must maintain its ability to undertake all of its statutory obligations while responding ever more effectively to the rising expectations of all Member States. This is why I believe that \$11 million difference between the \$507 and the \$518 million scenario Expenditure Plan is necessary to provide the Organisation with the support necessary considering the difficult decisions undertaken to reduce its staffing and prioritization of its budget priorities at this time of uncertainty and high demand.

I have prepared the 38 C/5 document in compliance with the principles of results-based management and budgeting (RBB), to ensure a better reflection of actual needs at and away from Headquarters. The process for preparation of the Draft 38 C/5 has been an opportunity to introduce fundamental changes towards RBB. For the first time, the Draft Budget for the 5 Major Programmes has been prepared through the “preliminary workplans” elaborated by programme specialists at HQ and in the Field, focusing on the resources required to achieve each expected result, and via a devoted IT tool specially developed for this purpose. This new process features intense bottom-up consultations, leading to the selection of coherent portfolio of proposals by expected result. It has also helped to highlight with more information the major risks and limitations faced by the Organization due to financial constraints.

In current circumstances, I am more committed than ever to shaping UNESCO as fit for purpose, to taking reform forward across the board – to produce ever greater efficiency gains and cost reduction in support of programme delivery, and, most of all, to ensure that UNESCO is the sharp, lean and pioneering partner that States and their societies need today and in the future.

This calls for unity between all Member States and the Organization. It demands strategic vision and determination. We stay the course, to build an innovative, more effective, more performing

Organization, to lay the foundations for lasting peace and sustainable development on the basis of human rights, to promote human development on the basis of equal dignity and to release the full powers of ingenuity in every woman and man.

Paris, March 2015

A handwritten signature in black ink, reading "Irina Bokova". The signature is written in a cursive, flowing style.

Irina Bokova

Summary of regular programme and extrabudgetary resources

Regular Budget	38 C/5 Proposed ZNG \$653M			Reinforcement	Total 38 C/5 Proposed ZNG+ \$667M			Extra-budgetary resources ⁽¹⁾
	Operational budget	Staff budget	Total		Operational budget	Staff budget	Total	
	\$	\$	\$	\$	\$	\$	\$	\$
PART I – GENERAL POLICY AND DIRECTION								
A. Governing bodies	8 411 800	2 100 500	10 512 300	–	8 411 800	2 100 500	10 512 300	–
B. Direction	3 953 400	16 296 000	20 249 400	–	3 953 400	16 296 000	20 249 400	2 981 000
C. Participation in the Joint Machinery of the United Nations System	18 794 900	–	18 794 900	–	18 794 900	–	18 794 900	–
TOTAL, PART I	31 160 100	18 396 500	49 556 600	–	31 160 100	18 396 500	49 556 600	2 981 000
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES								
A. Programmes								
Education	67 728 300	51 386 000	119 114 300	5 323 500	73 051 800	51 386 000	124 437 800	84 573 700
Natural Sciences	22 320 200	42 160 000	64 480 200	2 870 000	24 915 600	42 434 600	67 350 200	187 385 100
(of which IOC)	4 705 800	8 564 600	13 270 400	590 500	5 296 300	8 564 600	13 860 900	6 262 000
Social and Human Sciences	12 014 300	21 518 000	33 532 300	1 497 300	13 511 600	21 518 000	35 029 600	25 419 100
Culture	19 754 500	34 967 600	54 722 100	2 424 900	22 179 400	34 967 600	57 147 000	46 151 900
Communication and Information	14 171 700	18 732 100	32 903 800	1 468 400	15 640 100	18 732 100	34 372 200	16 712 600
UNESCO Institute for Statistics (UIS)	9 232 900	–	9 232 900	415 900	9 648 800	–	9 648 800	–
Management of Field Offices	26 391 100	57 962 700	84 353 800	–	26 391 100	57 962 700	84 353 800	1 224 500
Supplementary Funding for the Field Network Reform	1 000 000	4 000 000	5 000 000	–	1 000 000	4 000 000	5 000 000	–
Total, II.A	172 613 000	230 726 400	403 339 400	14 000 000	186 338 400	231 001 000	417 339 400	361 466 900
B. Programme-related services								
1. Coordination and monitoring of action to benefit Africa (AFR)	4 282 700	3 898 800	8 181 500	–	4 282 700	3 898 800	8 181 500	–
2. Coordination and monitoring of action to implement Priority Gender Equality (GE)	625 700	1 615 000	2 240 700	–	625 700	1 615 000	2 240 700	377 000
3. UNESCO's response to post-conflict and post-disaster situations	790 100	660 300	1 450 400	–	790 100	660 300	1 450 400	–
4. Strategic planning, programme monitoring and budget preparation (BSP)	2 857 900	5 561 300	8 419 200	–	2 857 900	5 561 300	8 419 200	7 673 100
5. Organization-wide knowledge management (OKM)	653 500	4 398 500	5 052 000	–	653 500	4 398 500	5 052 000	2 775 200
6. External relations and public information (ERI)	5 142 000	19 492 100	24 634 100	–	5 142 000	19 492 100	24 634 100	891 400
Total, II.B	14 351 900	35 626 000	49 977 900	–	14 351 900	35 626 000	49 977 900	11 716 700
C. Participation Programme and Fellowships								
	16 842 900	1 562 800	18 405 700	–	16 842 900	1 562 800	18 405 700	–
TOTAL, PART II	203 807 800	267 915 200	471 723 000	14 000 000	217 533 200	268 189 800	485 723 000	373 183 600
PART III – CORPORATE SERVICES								
A. Human resources management (HRM)	19 559 600	13 860 500	33 420 100	–	19 559 600	13 860 500	33 420 100	530 400
B. Financial management (BFM)	1 003 200	13 434 900	14 438 100	–	1 003 200	13 434 900	14 438 100	4 140 400
C. Management of support services (MSS)	12 996 200	33 171 300	46 167 500	–	12 996 200	33 171 300	46 167 500	10 457 700
D. Management of information systems and communications	2 304 800	9 282 500	11 587 300	–	2 304 800	9 282 500	11 587 300	819 000
TOTAL, PART III	35 863 800	69 749 200	105 613 000	–	35 863 800	69 749 200	105 613 000	15 947 500
TOTAL, PARTS I–III	270 831 700	356 060 900	626 892 600	14 000 000	284 557 100	356 335 500	640 892 600	392 112 100
Reserve for Staffing Adjustments	–	3 000 000	3 000 000	–	–	3 000 000	3 000 000	–
Reserve for After Service Health Insurance long-term liability (ASHI)	–	3 748 000	3 748 000	–	–	3 748 000	3 748 000	–
PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING	14 082 400	–	14 082 400	–	14 082 400	–	14 082 400	–
PART V – ANTICIPATED COST INCREASES	–	5 277 000	5 277 000	–	–	5 277 000	5 277 000	–
TOTAL, PARTS I–V	284 914 100	368 085 900	653 000 000	14 000 000	298 639 500	368 360 500	667 000 000	392 112 100

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Cost (PSC) amount and self-financing funds



Draft Budget

Part I – General Policy and Direction

For the following chapters, the proposed budgets under the \$653M and \$667M scenarios are the same.

Part I – 1

Regular Budget								Total 38 C/5 Proposed – \$653M/ \$667M	Extrabudgetary Resources ⁽¹⁾
	37 C/5 Approved	Comparative Transfers In/(Out)	37 C/5 Approved as adjusted	Recosting/ Technical Adjustment	Lapse Factor Adjustment (0% to 5%)	38 C/5 Increase/ (Decrease) in real terms			
	\$	\$	\$	\$	\$	\$	\$	\$	
A. Governing bodies									
Operational budget	8 611 000	–	8 611 000	298 800	–	(498 000)	8 411 800	–	
Staff budget	2 223 000	(65 000)	2 158 000	39 500	(110 600)	13 600	2 100 500	–	
Total, Part.IA	10 834 000	(65 000)	10 769 000	338 300	(110 600)	(484 400)	10 512 300	–	
B. Direction									
Chapter 1 Directorate									
Operational budget	245 000	–	245 000	11 600	–	619 400	876 000	–	
Staff budget	2 669 000	(590 000)	2 079 000	46 000	(96 600)	(193 000)	1 835 400	–	
Chapter 2 Executive Office of the Director-General									
Operational budget	479 000	–	479 000	24 300	–	1 373 700	1 877 000	727 000	
Staff budget	6 656 000	(251 000)	6 405 000	212 000	(233 300)	(1 951 400)	4 432 300	1 355 000	
Chapter 3 Internal oversight									
Operational budget	574 000	–	574 000	29 100	–	112 600	715 700	–	
Staff budget	5 402 000	–	5 402 000	190 000	(271 800)	(156 900)	5 163 300	899 000	
Chapter 4 International standard and legal affairs									
Operational budget	274 500	–	274 500	13 000	–	100 600	388 100	–	
Staff budget	4 123 500	–	4 123 500	148 500	(221 300)	154 000	4 204 700	–	
Chapter 5 Ethics									
Operational budget	75 000	–	75 000	2 700	–	18 900	96 600	–	
Staff budget	666 000	–	666 000	29 000	(34 800)	100	660 300	–	
Total, Part I.B	21 164 000	(841 000)	20 323 000	706 200	(857 800)	78 000	20 249 400	2 981 000	
C. Participation in the Joint Machinery of the United Nations system (Operational budget)									
	13 759 000	1 523 600	15 282 600	3 874 400	–	(362 100)	18 794 900	–	
Total, Operational budget	24 017 500	1 523 600	25 541 100	4 253 900	–	1 365 100	31 160 100	727 000	
Total, Staff budget	21 739 500	(906 000)	20 833 500	665 000	(968 400)	(2 133 600)	18 396 500	2 254 000	
Total, Part I	45 757 000	617 600	46 374 600	4 918 900	(968 400)	(768 500)	49 556 600	2 981 000	

For detailed explanations of the columns shown above, please refer to the “Technical note on budgeting methodologies used in the Draft Programme and Budget for 2016-2017 (38 C/5)” under Technical Note and Annexes.

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

Part I – 2

Items of Expenditure	Regular Budget			Extrabudgetary Resources ⁽¹⁾
	Operational budget	Staff budget	Total 38 C/5 Proposed \$653M / \$667M	
	\$	\$	\$	
A. Governing bodies				
I. Staff (established posts)		2 100 500	2 100 500	-
II. Other costs:				-
General Conference				
External Audit Fees	434 000		434 000	
Participants (delegates) travel	150 000		150 000	
Interpretation, translation and documentation services	2 650 000		2 650 000	
Other costs relating to the functioning of the General Conference	286 600		286 600	
Subtotal, General Conference	3 520 600	-	3 520 600	
Executive Board				
Travel and subsistence allowance for Members of the Board	1 045 000		1 045 000	
Interpretation, translation and documentation services	3 050 000		3 050 000	
Other costs relating to the functioning of the Executive Board	796 200		796 200	
Subtotal, Executive Board	4 891 200	-	4 891 200	
Total, Part I.A	8 411 800	2 100 500	10 512 300	-
B. Direction				
Chapter 1 Directorate				
I. Staff (established posts)		1 835 400	1 835 400	
II. Other costs:				
Temporary assistance	-		-	
Overtime	20 000		20 000	
Executive Leadership Support to Member States	600 000		600 000	
Consultants and Experts Costs	-		-	
Contracted Services	-		-	
External Training, Grants and Other Transfers	120 000		120 000	
Supplies, Consumables & Other Running Costs	91 000		91 000	
Other Expenses	45 000		45 000	
Total, Chapter 1	876 000	1 835 400	2 711 400	-
Chapter 2 Executive Office of the Director-General				
I. Staff (established posts)		4 432 300	4 432 300	1 355 000
II. Other costs:				727 000
Executive Leadership Support to Member States	400 000		400 000	
Strengthening UNESCO's strategic positioning in the context of the United Nations	1 276 500		1 276 500	
Supplies, Consumables & Other Running Costs	200 500		200 500	
Total, Chapter 2	1 877 000	4 432 300	6 309 300	2 082 000
Chapter 3 Internal oversight				
I. Staff (established posts)		5 163 300	5 163 300	899 000
II. Other costs:				-
Temporary assistance	20 000		20 000	
Overtime	30 000		30 000	
Staff Mission Costs	217 000		217 000	
Consultants and Experts Costs	127 000		127 000	
Contracted Services	160 000		160 000	
External Training, Grants and Other Transfers	-		-	
Supplies, Consumables & Other Running Costs	161 700		161 700	
Other Expenses	-		-	
Total, Chapter 3	715 700	5 163 300	5 879 000	899 000

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

Items of Expenditure	Regular Budget			Extrabudgetary Resources ⁽¹⁾
	Operational budget	Staff budget	Total 38 C/5 Proposed \$653M / \$667M	
	\$	\$	\$	
Chapter 4 International standard and legal affairs				
I. Staff (established posts)		4 204 700	4 204 700	-
II. Other costs:				-
Temporary assistance	65 000		65 000	
Overtime	25 000		25 000	
Staff Mission Costs	85 000		85 000	
Consultants and Experts Costs	40 000		40 000	
Contracted Services	30 000		30 000	
External Training, Grants and Other Transfers	12 000		12 000	
Supplies, Consumables & Other Running Costs	128 100		128 100	
Other Expenses	3 000		3 000	
Total, Chapter 4	388 100	4 204 700	4 592 800	-
Chapter 5 Ethics				
I. Staff (established posts)		660 300	660 300	-
II. Other costs:				-
Temporary assistance	-		-	
Overtime	-		-	
Staff Mission Costs	48 000		48 000	
Consultants and Experts Costs	-		-	
Contracted Services	25 000		25 000	
External Training, Grants and Other Transfers	-		-	
Supplies, Consumables & Other Running Costs	23 600		23 600	
Other Expenses	-		-	
Total, Chapter 5	96 600	660 300	756 900	-
Total, Part I.B	3 953 400	16 296 000	20 249 400	2 981 000
C. Participation in the Joint Machinery of the United Nations System				
1. International Civil Service Commission	680 000		680 000	
2. UN System Staff College	50 000		50 000	
3. UN CARES and UN Dual Career and Staff Mobility Programme	-		-	
4. United Nations System High-Level Committee on Management:				
- Human Resources Management Network	110 000		110 000	
- Finance and Budget Network	75 000		75 000	
- ICT Coordination activities	70 000		70 000	
5. Resident Coordinator cost sharing arrangements	4 000 000		4 000 000	
6. United Nations System High-Level Committee on Programmes	44 000		44 000	
7. United Nations Joint Inspection Unit	450 000		450 000	
8. United Nations Evaluation Group	20 000		20 000	
9. Statutory contribution to the UN Department of Safety and Security	3 677 100		3 677 100	
10. Security requirements of staff members in the field	9 000 000		9 000 000	
11. Administrative Tribunal of the International Labour Organization	374 000		374 000	
12. Malicious Acts Insurance Policy	244 800		244 800	
Total, Part I.C	18 794 900	-	18 794 900	-
Total, Part I	31 160 100	18 396 500	49 556 600	2 981 000

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

The following text contains all the expected results of the 37 C/5 Approved, as revised to reflect the \$653 million scenario. It also includes, when relevant, revised parts of the narrative text of document 37 C/5 Approved.

I.A – Governing bodies

Expected Result 1: Rational and cost-effective functioning of the General Conference improved

<i>Performance indicator</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
1. Budget expenditures contained	<ul style="list-style-type: none"> – Further progress achieved in reducing paper consumption – Further rationalization of the agenda, planning of sessions and methods of work

Expected Result 2: Rational and cost-effective functioning of the Executive Board improved

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
1. Budget expenditures contained	<ul style="list-style-type: none"> – Further progress achieved in reducing paper consumption – Further rationalization of the dispersal of items by regrouping, and focusing to bring about more efficiency and cost savings – Improved planning of sessions via timeframe advanced planning of extended and night sessions to reduce interpretation and other costs – Further progress and efficiency savings achieved through the creation and use of innovative IT tools – Further enhance overall as well as Internet/ email exchange and communication with Member States and Secretariat through the creation and use of innovative IT tools

Performance indicators	Targets 2017 38 C/5 ZNG Budget \$653M
<p>2. Changes in working methods pursued towards increased efficiency</p>	<ul style="list-style-type: none"> - <i>Optimizing the organization of thematic and information meetings</i> - <i>Providing proposals to allow Member States if they wish, to opt out of receiving paper versions of documents</i> - <i>Further rationalization of the methods used in the organization of items in the reports of the follow up of EXB decisions, GC resolutions (EX/5 document) by appropriate regrouping, bringing about less dispersal</i> - <i>Organize special sessions related to EXB as may be required (e.g. further review of programme priorities; budget orientation debates held outside normal EXB sessions; preparatory group and/or working group meetings; briefing of new EXB members; EXB intersession information meetings; briefing sessions of Permanent Delegations prior to General Conference, etc.</i> - <i>Reinforce during EXB sessions temporary teams of whose regular staff has already been reduced to the strict minimum (following abolition of posts, redeployment, retirements, etc.)</i>

I.B – Direction

Chapter 1 – Directorate

Expected Result 1: Executive leadership and direction provided

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
1. Reduction in the level of political, reputational and managerial risks at leadership level through more robust monitoring and accountability and related reduction in the time allocated to monitoring	– <i>Improve internal governance within the SMT and alignment of organizational work with the global agenda</i>
2. Improved follow up action and accountability by the SMT	– <i>Improve the timely and efficient follow-up of DG’s managerial decisions and missions</i>

Expected Result 2: The essential conditions - internal coherence, corporate regulation and alignment to strategic goals are in place for providing effective strategic direction, support to the Member States and delivery of results

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
1. Effective use of the SMT electronic Platform to drive teamwork, change, and strategic reflection to enhance organizational performance	– <i>Strengthen collegiality and teamwork within the SMT, in particular in the delivery of the Organization’s core priorities</i> – <i>Effective participation of Field Offices in the SMT and Headquarters-led reform mechanisms will be facilitated</i>
2. Improved capacity of SMT to minimize political, reputational and managerial risks through enhanced alignment to the Organization’s strategic direction and compliance to policies, procedures and processes	– <i>Verification of the internal House-wide coherence and alignment to the strategic direction provided by the Decisions and documents of the Governing Bodies</i>
3. Progress of UNESCO’s “Fit for Purpose” to enhance effective programme delivery and streamline workflow processes	– <i>Enhance the rationalization of common processes/tasks at Programme and non-Programme Sectors’ levels</i>

Chapter 2 – Executive Office of the Director-General

Expected Result 1: Timely quality support to the Director-General on a wide-range of strategic, political, management and administrative issues related to the work of the Organization including effective engagement with Member States

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
1. Increase in Member States satisfaction in the preparation, participation in and follow-up of Director-General's visits and related impact on the Organization's visibility, outreach and positioning	– <i>Establish operational modalities for increased interaction across Programme and non-Programme Sectors</i>
2. Efficient and timely response to Member States	– <i>Achieve a more strategic global positioning and leadership at country-level</i>
3. Level of guidance on management, control and compliance provided by ODG improved	– <i>Timely and efficient service-oriented support to Programme and non-Programme Sectors</i>

Expected Result 2: Strengthened strategic positioning of the Organization's leadership and actions within the UN context through effective oversight of and interaction with UNESCO's Liaison Offices, including with regard to UN system-wide coherence concerning the effective implementation of Global Priority Gender Equality in line with the System-wide Action Plan (UN-SWAP) and of emergency response to countries in post-conflict, transition, and post-disaster situations

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
1. Greater alignment, coherence and consistency of UNESCO messages worldwide, in the UN System, and vis-a-vis Member States	– <i>Enhance UNESCO's positioning in the UN System by supporting Programme Sectors to engage in interagency coordination mechanisms and UN System-wide reform process</i>

Expected Result 3: Effective coordination and interaction with Senior Management across Programme sectors, corporate services - including those directly under the purview of the Directorate and monitoring follow-up

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
1. Increase in the use of common decision-making platforms for SMT	– <i>Optimize the decision-making flow</i> – <i>Allow to develop a dedicated collaborative platform/interface for Liaison Offices</i>

<i>Performance indicators</i>	<i>Targets 2017</i> 38 C/5 ZNG Budget \$653M
2. Effective use of ODG briefings to inform policy direction and programme development	– <i>Improve Programme and non-Programme Sectors delivery and satisfaction through policy direction and timely and qualitative direction and guidance</i>

Chapter 3 – Internal oversight

Expected Result 1: UNESCO's risk management, control, compliance and value-for-money mechanisms strengthened

<i>Performance indicators</i>	<i>Targets 2017</i> 38 C/5 ZNG Budget \$653M
1. Number of significant instances resulting from IOS products and services (e.g., audit, recommendations and advisory engagements)	– <i>At least 10 significant instances annually</i>
2. Level of assurance provided by IOS on UNESCO's risk management and control	– <i>Reasonable assurance on the design and operation of risk management and control processes</i>

Expected Result 2: UNESCO's evaluation and results-based management culture strengthened through targeted evaluation activities and advisory services in support of improved organizational learning, programme improvement and accountability

<i>Performance indicators</i>	<i>Targets 2017</i> 38 C/5 ZNG Budget \$653M
1. UNESCO decision-makers use evaluation findings to inform policy and programme development	– <i>Action plans, policy and programme documentation include reference to improvements made (at least 6 instances annually)</i>
2. Programme staff apply IOS guidance materials and technical assistance in evaluations of their extrabudgetary activities	– <i>At least 75% of UNESCO's extrabudgetary portfolio monitored for quality and technical backstopping provided on request</i>

Expected Result 3: Accountability and adherence to UNESCO's rules and regulations strengthened

<i>Performance indicators</i>	<i>Targets 2017</i> 38 C/5 ZNG Budget \$653M
1. Percentage of complaints which are acknowledged and cases opened within 10 working days	– <i>100% of complaints received are acknowledged within 10 working days</i>

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
2. Percentage of investigations completed within an effective time frame	– <i>At least 90% completed less than 6 months after receipt of allegation</i>

Chapter 4 – International standards and legal affairs

Expected Result 1: The Organization's management and programme implementation in compliance with rules and regulations

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
1. Quality legal advice provided to the Organization and its governing bodies	<ul style="list-style-type: none"> – <i>Verification of the conformity of documentation drafted for the Organization's governing bodies</i> – <i>Secretariat of the CR Committee of the Executive Board</i> – <i>Secretariat of the Legal Committee and the Credentials Committee of the General Conference</i> – <i>Participation of LA in meetings of the committees and commissions of the Organization's governing bodies</i>
2. Organization's rights effectively protected	<ul style="list-style-type: none"> – <i>Reminder of privileges and immunities in response to legal proceedings</i> – <i>Protection of UNESCO's name when entering into agreements</i> – <i>Representation of UNESCO in disputes under private law</i> – <i>Verification of compliance with the rules in regard to activities and staff</i> – <i>Representation at the ILOAT</i> – <i>Improved drafting of contracts</i> – <i>Training in legal matters for Field Offices (contracts, privileges and immunities, etc.)</i>

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
<p>3. Internal rules of the Organization relating to activities, funds and property of the Organization revised and improved to enhance the protection of its interests</p>	<ul style="list-style-type: none"> – <i>Active participation and provision of legal advice to in-house services during the revision of volume I of the Administrative Manual</i> – <i>Continuous assistance to HRM for better formulated administrative circulars concerning staff and items in the Human Resources Manual</i> – <i>Active contribution to better management of Category 1 Institutes</i> – <i>Active participation in the reform of internal legal proceedings on staff matters</i>
<p>4. Informed legal advice provided on the establishment and operation of the intergovernmental bodies in charge of the implementation of conventions and newly established bodies</p>	<ul style="list-style-type: none"> – <i>Verification of the legal compliance of the working documents of the main conventions</i> – <i>Provision of legal advice at meetings of the main conventions</i>
<p>5. Monitoring of the Organization’s standard-setting instruments coordinated</p>	<ul style="list-style-type: none"> – <i>Enhanced verification of compliance with monitoring procedures adopted by the Board</i> – <i>Enhanced consistency of legal advice provided during the preparation of documents for sessions of the institutional bodies monitoring conventions</i> – <i>Regular updating of the standard-setting texts website</i>

Chapter 5 – Ethics

Expected Result 1: Ethical working environment in the Organization established

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
<p>1. Confidential advice is provided to all employees of UNESCO on general and specific ethics-related issues</p>	<ul style="list-style-type: none"> – <i>Current confidential log of all requests, follow-up and advice provided is maintained</i> – <i>Requests are acknowledged in a timely manner</i>
<p>2. Allegations regarding ethical misconduct and wrongdoing of UNESCO employees are handled confidentially by the Ethics Office for follow-up of informal or formal complaints</p>	<ul style="list-style-type: none"> – <i>Maintenance of current, complete and confidential records of complaints received, interviews conducted and agreed action plans with complainants and third parties</i>

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
<p>3. Eligible employees will declare their interests, through a first disclosure submitted to the Ethics Office in respect of the period from 1 January to 31 December 2013</p>	<ul style="list-style-type: none"> - <i>Maintenance and refinement of an automated system for appropriate and confidential collection, storage and disposal in accordance with accepted personal data protection standards</i> - <i>Primary review of annual declarations of all staff graded P5 or above</i>
<p>4. Enhancing ethics awareness amongst staff</p>	<ul style="list-style-type: none"> - <i>Maintaining current information regarding standards on a website accessible to all staff</i> - <i>Developing an e-learning ethics induction programme</i> - <i>Producing an annual report reinforcing the mandate of the Ethics Office and its position within the associated services provided by the Organisation, identifying trends and actions taken to resolve issues in an anonymised format</i> - <i>Maintaining contacts with managers and Directors, particularly those in the field to provide effective access to advice on ethics related challenges which they may encounter</i>

I.C– Participation in the Joint Machinery of the United Nations system (JUNM)

UNESCO contributes to the running costs of the United Nations system in accordance with agreements that specify the relevant financial and budgetary arrangements. The budget provision of \$ 18,794,900 included under Part I.C represents an estimated amount. The actual amount of the various UNESCO contributions will only be known when the relevant bodies will have approved their budgets and request payment from the participating United Nations system agencies. Different sectors within the Secretariat are responsible for various elements of the JUNM, whose provisional budgets are broken down as follows:

Under the responsibility of HRM:

- International Civil Service Commission (ICSC): \$680,000
- UN System Staff College: 50,000
- The Human Resources Management Network of the United Nations System High-Level Committee on Management: \$110,000
- Administrative Tribunal of the International Labour Organization: \$374,000

Under the responsibility of MSS:

- Statutory contribution to the UN Department of Safety and Security: \$3,677,100
- Security requirements of staff members in the field: \$9,000,000
- Malicious Acts Insurance Policy: \$244,800
- ICT Coordination activities of the United Nations System High-Level Committee on Management: \$70,000

Under the responsibility of BFM:

- Finance and Budget Network of the United Nations System High-Level Committee on Management: \$75,000

Under the responsibility of BSP:

- United Nations System High-Level Committee on Programmes: \$44,000
- Resident Coordinator cost sharing arrangements: \$4,000,000

Under the responsibility of IOS:

- United Nations Joint Inspection Unit: \$450,000
- United Nations Evaluation Group: \$20,000

A blue background with a network diagram consisting of interconnected nodes and lines.

Part II – Programmes and Programme-Related Services

II.A – Programmes

MP I

Education



Major Programme I

Education

Regular Budget									
	37 C/5 Approved	Comparative transfers In/ (Out)	37 C/5 Approved as adjusted	Recosting/ Technical adjustment	Lapse factor adjustment (0% to 5%)	38 C/5 Increase/ (Decrease) in real terms	Total 38 C/5 Proposed ZNG \$653M	Reinforcement	Total 38 C/5 Proposed ZNG+ \$667M
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operational budget	50 306 000	-	50 306 000	1 925 000	-	15 497 300	67 728 300	5 323 500	73 051 800
Staff budget	67 658 600	97 400	67 756 000	1 944 400	(2 704 500)	(15 609 900)	51 386 000	-	51 386 000
Total, Major Programme I	117 964 600	97 400	118 062 000	3 869 400	(2 704 500)	(112 600)	119 114 300	5 323 500	124 437 800

For detailed explanations of the columns shown above, please refer to "Technical note on budgeting methodologies used in the Draft Budget for 2016-2017 (38 C/5)" under Technical Note and Annexes.

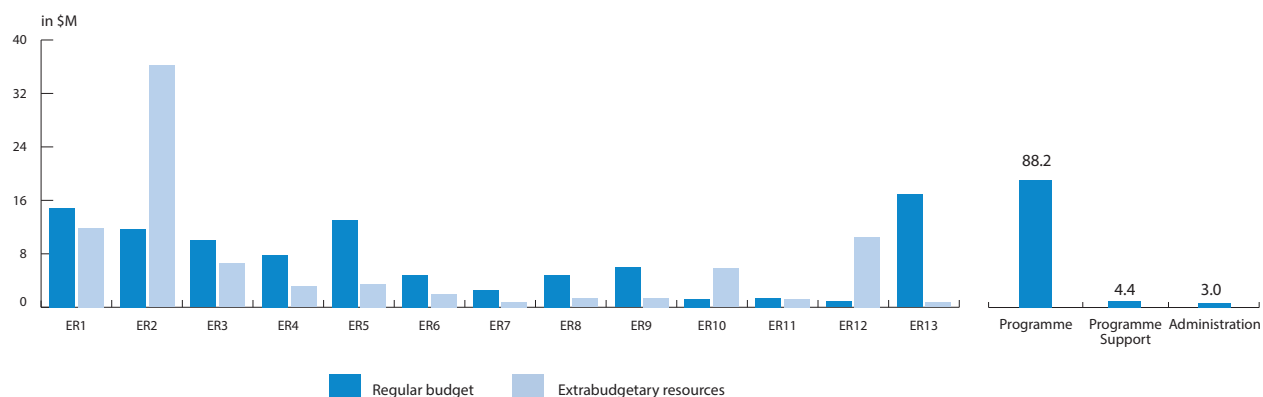
Main Line of Action / Expected result (ER)	Draft 38 C/5 ZNG (\$653M)			Reinforcement	Draft 38 C/5 ZNG+ (\$667M)			Extra-budgetary Resources ⁽¹⁾
	Operational budget	Staff budget	Total		Operational budget	Staff budget	Total	
	\$	\$	\$		\$	\$	\$	
MLA 1 Supporting Member States to develop education systems to foster high quality and inclusive lifelong learning for all	28 347 300	36 275 900	64 623 200	2 118 600	30 465 900	36 275 900	66 741 800	63 724 900
ER1 National capacities strengthened to develop and implement policies and plans within a lifelong learning framework	6 964 100	7 848 000	14 812 100	512 400	7 476 500	7 848 000	15 324 500	11 840 100
ER2 National capacities strengthened to scale up inclusive and gender-responsive quality literacy programmes	5 300 600	6 369 300	11 669 900	385 800	5 686 400	6 369 300	12 055 700	35 995 300
ER3 Capacities of Member States strengthened to design and implement policies aiming at transforming TVET	4 599 700	5 373 600	9 973 300	333 200	4 932 900	5 373 600	10 306 500	6 538 900
ER4 National capacities strengthened to develop evidence-based higher education policies to address the challenges of equity, quality, inclusion, expansion, mobility and accountability	2 962 000	4 793 200	7 755 200	243 500	3 205 500	4 793 200	7 998 700	3 107 700
ER5 National capacities strengthened, including through regional cooperation, to develop and implement teacher policies and strategies so as to enhance the quality of education and promote gender equality	5 729 800	7 292 000	13 021 800	418 000	6 147 800	7 292 000	13 439 800	3 500 600
ER6 Capacities of Member States strengthened to promote, monitor and assess the processes and outcomes of competency-based learning	1 857 600	2 957 100	4 814 700	152 700	2 010 300	2 957 100	4 967 400	1 975 500
ER7 National capacities strengthened to develop and implement technology policies in education, particularly in teacher training and professional development	933 500	1 642 700	2 576 200	73 000	1 006 500	1 642 700	2 649 200	766 800
MLA 2 Empowering learners to be creative and responsible global citizens	4 747 300	7 152 900	11 900 200	374 200	5 121 500	7 152 900	12 274 400	8 488 500
ER8 Member States integrate peace and human rights education components in education policies and practices	1 938 200	2 862 500	4 800 700	156 100	2 094 300	2 862 500	4 956 800	1 325 100

Main Line of Action / Expected result (ER)	Draft 38 C/5 ZNG (\$653M)			Reinforcement	Draft 38 C/5 ZNG+ (\$667M)			Extra-budgetary Resources ⁽¹⁾
	Operational budget	Staff budget	Total		Operational budget	Staff budget	Total	
	\$	\$	\$	\$	\$	\$	\$	\$
ER9 Capacities of Member States strengthened to integrate ESD into education and learning, and ESD strengthened in the international policy agenda	2 550 800	3 346 400	5 897 200	197 300	2 748 100	3 346 400	6 094 500	1 363 800
ER10 Member States deliver good quality health education, HIV and comprehensive sexuality education that contribute to healthy lifestyles and gender equality	258 300	944 000	1 202 300	20 800	279 100	944 000	1 223 100	5 799 600
MLA 3 Advancing Education for All and shaping the future education agenda	11 102 500	7 957 200	19 059 700	870 600	11 973 100	7 957 200	19 930 300	12 360 300
ER11 Future education agenda and global education policies shaped, drawing on relevant research and foresight studies conducted by UNESCO and other institutions	601 700	782 100	1 383 800	51 400	653 100	782 100	1 435 200	1 195 300
ER12 Implementation of the right to education and progress towards international education goals promoted and monitored, and policy dialogue informed by the evidence generated	436 500	434 900	871 400	37 800	474 300	434 900	909 200	10 483 400
ER13 Political commitment for education reinforced in the global, regional and national development agendas, and cooperation modalities promoted	10 064 300	6 740 200	16 804 500	781 400	10 845 700	6 740 200	17 585 900	681 600
UNESCO Education institutes⁽²⁾	23 531 200	-	23 531 200	1 960 100	25 491 300	-	25 491 300	
UNESCO International Bureau of Education (IBE)	6 509 500	-	6 509 500	553 800	7 063 300	-	7 063 300	
UNESCO International Institute for Educational Planning (IIEP)	6 882 600	-	6 882 600	585 500	7 468 100	-	7 468 100	
UNESCO Institute for Lifelong Learning (UIL)	2 520 400	-	2 520 400	214 500	2 734 900	-	2 734 900	
UNESCO Institute for Information Technologies in Education (IITE)	1 153 900	-	1 153 900	98 200	1 252 100	-	1 252 100	
UNESCO International Institute for Capacity-Building in Africa (IICBA)	3 185 400	-	3 185 400	271 000	3 456 400	-	3 456 400	
UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC)	2 786 400	-	2 786 400	237 100	3 023 500	-	3 023 500	
UNESCO Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP)	493 000	-	493 000	-	493 000	-	493 000	
Total, Major Programme I	67 728 300	51 386 000	119 114 300	5 323 500	73 051 800	51 386 000	124 437 800	84 573 700

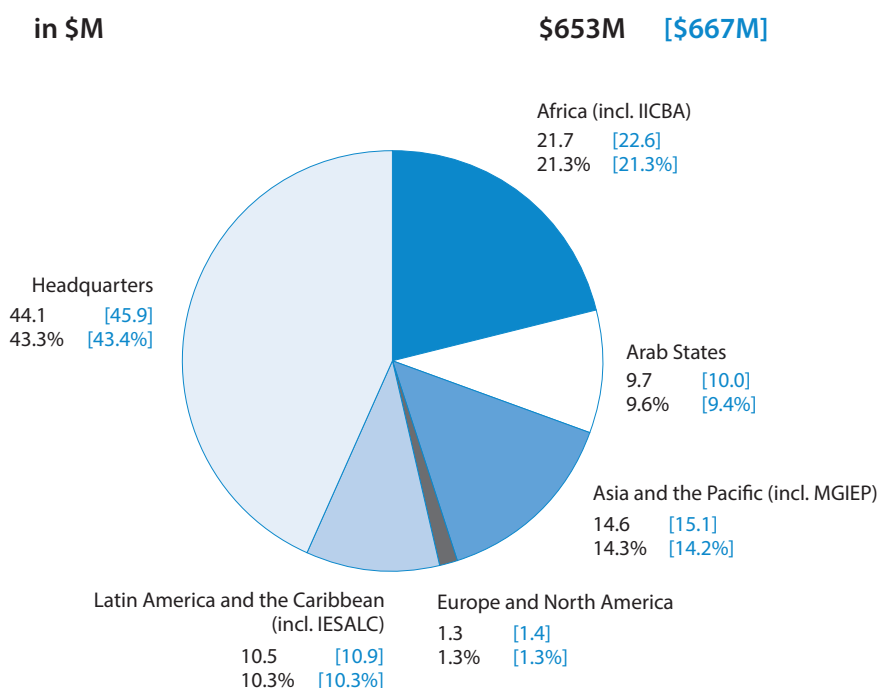
(1) Projects to be implemented in 2016-2017 for which funds have been received or firmly committed, plus posts financed from Programme Support Costs (PSC) account.

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

Total resources (staff and operational budget) Regular Programme and Extrabudgetary by result and Regular Programme breakdown by RBB categories (Programme / Programme Support / Administration) for 38 C/5 Draft ZNG (\$653M)



Distribution of Regular Programme resources by Region and Headquarters (staff and operational budget) for Draft 38 C/5 ZNG (\$653M) and ZNG+ (\$667M)



Indicative Sector's contribution to Global Priorities

	Priority Africa		Priority Gender Equality	
	\$	%	\$	%
Draft 38 C/5 ZNG (\$653M)	13 685 300	20.2%	5 600 000	8.3%
Draft 38 C/5 ZNG+ (\$667M)	14 813 500	20.3%	6 000 100	8.2%

Major Programme I

Education

Key implications of the ZNG and ZNG+ scenarios

Under the ZNG budget scenario, the overall budget envelope for Major Programme I will be slightly higher than that in the 37 C/5 Approved level. This will enable the Education Sector to continue to implement the activities towards the achievement of the quadrennial expected results in accordance with Member States' decisions and the budget prioritization ranking approved in Addendum 2 of 37 C/5 Approved. At the same time, the Education Sector will strive to achieve the objectives of keeping education high on the global development agenda while maintaining the bare minimum level of staff.

The preparation of costed preliminary work plans by all field offices and HQs in line with the RBB approach has allowed further sharpening of the resources allocation between the expected results. In 2016-2017, in order for UNESCO to be fully equipped to play a significant role in the implementation of the post-2015 education agenda, Main Line of Action 3 is further strengthened with additional regular programme resources (in comparison to Approved 37 C/5).

Under the ZNG+, the additional \$5.34M will be fully devoted to fund operational activities while staff establishment will be maintained at the same level as under the ZNG. The allocations to UNESCO Education Institutes will be increased by \$1.96M, and the rest, (=\$3.38M) will be allocated primarily to activities related to the implementation of the post-2015 development agenda and towards the achievement of the sustainable development goal on education. Priority will be given to strengthening support to Africa and targeting countries most in need. More specifically:

- The additional resources of \$1.96M that will be made available for category 1 Institutes under the ZNG+ scenario will be allocated primarily to capacity-building for planners (IIEP) and teachers and their continuous professional development in the Africa region. The funds will also be used for reviewing teacher policies with a focus on gender issues, as well as policy advice on ICT in education.
- In the area of sector-wide policy and planning (ER 1), the Education Sector will be in the position to better respond to requests from Member States for policy review, and provide support to at least one additional country for policy review;
- In the areas of literacy (ER 2) and TVET (ER 3), it will be possible to increase support to more countries in the Africa region, to establish literacy programmes and support youth transitions and building skills for work and life;
- In higher education (ER 4), in addition to the organization of international and regional conferences on policies on technology-driven teaching and learning models, the Sector will provide strategic advice for integrating technology in higher education through the promotion and sharing of best practices focusing on the Africa Region.

Work benefitting the two global priorities, Africa and Gender equality, will also be strengthened also thanks to a significant increase in the volume of extrabudgetary resources mobilised and pledged by various donors, notably China (Hainan FIT), Sweden (for CapEFA), Norway (for the Institutes with specific reach to Africa) and Pakistan (Malala Funds), and from the World Bank for the recently concluded joint partnership with UN Women.

The following text contains all the expected results of the 37 C/5 Approved, as revised to reflect the \$653 million scenario. It also includes, when relevant, revised parts of the narrative text of document 37 C/5 Approved.

Main line of action 1: Supporting Member States to develop education systems to foster high quality and inclusive lifelong learning for all

Expected result 1: National capacities strengthened to develop and implement policies and plans within a lifelong learning framework

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
1. Number of countries supported by UNESCO where education policies have been reviewed to integrate a lifelong learning perspective	– 19 Member States
2. Number of countries supported by UNESCO where national education blueprints, sector-wide strategies and plans have been revised	– 15 Member States
3. Number of crisis-affected countries benefiting from emergency or reconstruction support	– 19 Member States

Expected result 2: National capacities strengthened to scale up inclusive and gender-responsive quality literacy programmes

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
1. Number of countries supported by UNESCO in the implementation and scaling-up of gender-responsive literacy programs	– 25 countries
2. Number of countries supported by UNESCO which have developed quality literacy programmes for out-of-school children	– 10 countries

3. Technical and vocational education and training: facilitating youth transitions between education and the world of work

01015

UNESCO's Strategy for TVET integrates policy experience, monitoring and evaluation, research, international dialogue and partnership. This integrated approach will be further enhanced based on the evaluation of the Strategy for TVET, the recommendations of the Third International Congress on TVET, known as the 'Shanghai Consensus', and guided by the post-2015 sustainable development goals (SDGs) and more specifically the targets related to skills for work and life. UNESCO's broad areas of actions will cover:

- (c) **Review the normative instruments and develop frameworks for the recognition of qualifications:** UNESCO's standard-setting function will be further exercised so as to achieve the following: (i) upon approval by the Governing Bodies, the 2001 Recommendation concerning Technical and Vocational Education will be revised; (ii) further mapping of the conceptual terrain of skills development for the world of work and relevant approaches for sustainable development outcomes undertaken; (iii) with support from UIS, the standardization of TVET statistics and Member States capacities to develop indicators for decision-making enhanced; and (iv) the conditions conducive to regional and global dialogue on the recognition and quality assurance of qualifications in TVET established.
- (d) **Reinforce international cooperation for TVET development:** UNESCO will use its convening power and act as a catalyst for international cooperation to strengthen strategic partnerships in TVET. Follow-up activities to the Third International Congress on TVET will be organized and UNESCO will continue to facilitate the establishment and coordination of strategic partnerships through structures like the Inter-Agency Working Group on TVET. The UNEVOC Network led by the UNEVOC Centre will make significant contribution to these efforts.

Expected Result 3: Capacities of Member States strengthened to design and implement policies aiming at transforming TVET

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
1. Number of countries whose systems have transformed towards supporting youth transitions and building skills for work and life	– 20 Member States
2. Number of instruments and guidelines prepared by UNESCO to advance and monitor global TVET developments	– 1 instrument and 3 guidelines
3. Number of UNEVOC Centres participating in programmes and contributing to the production of knowledge products	– 50 UNEVOC Centres

Expected result 4: National capacities strengthened to develop evidence-based higher education policies to address the challenges of equity, quality, inclusion, expansion, mobility and accountability

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
1. Number of countries adhering to UNESCO's normative higher education instruments and supported in the implementation of these instruments	– 15 countries adhering to the instruments 5 countries supported in the implementation of these legal instruments
2. International and regional conferences organized with UNESCO's support on key policy issues in Higher Education, including on technology driven teaching and learning models	– 3 international or regional conferences organized
3. Number of countries supported and which have engaged in the reform of higher education	– 8 countries supported

Expected result 5: National capacities strengthened, including through regional cooperation, to develop and implement teacher policies and strategies so as to enhance the quality of education and promote gender equality

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
1. Number of countries which have initiated reform and/or review of teacher policies and systems, paying strong attention to gender issues	– At least 30 Member States
2. Number of countries where teacher training and continuous professional development have been strengthened	– At least 30 Member States
3. Number of teacher training institutions in sub-Saharan Africa which have been reinforced and are fully operational	– At least 60 TTIs worldwide, of which at least 25 Sub-Saharan African Member States reinforced.

Expected result 6: Capacities of Member States strengthened to promote, monitor and assess the processes and outcomes of competency-based learning

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
1. Number of countries engaged and/or which benefitted from building and sharing of knowledge around quality of learning	– 30 Member States worldwide

<i>Performance indicators</i>	<i>Targets 2017</i> <i>38 C/5 ZNG Budget \$653M</i>
2. Number of countries supported where a comprehensive and inclusive curriculum to support competency-based learning was developed	– 40 Member States worldwide
3. Number of countries which developed and/or strengthened national assessment tools for measuring learning outcomes in light of the global framework and national benchmarks for competence-based learning	– 35 Member States in Africa, Asia-Pacific, Arab States and Latin America and the Caribbean

Expected result 7: National capacities strengthened to develop and implement technology policies in education, particularly in teacher training and professional development

<i>Performance indicators</i>	<i>Targets 2017</i> <i>38 C/5 ZNG Budget \$653M</i>
1. Number of countries supported by UNESCO in developing and implementing scalable ICT in education policies or programmes to support the achievement of post-2015 education targets	– 20 Member States
2. Number of countries supported by UNESCO in developing and implementing standard-based national or institutional programmes to empower teachers to make effective pedagogical use of ICT, with reference to UNESCO ICT-CFT	– 20 Member States
3. Number of countries supported by UNESCO in developing and adopting open educational resources (OER)	– 18 Member States

Main Line of Action 2: Empowering learners to be creative and responsible global citizens

8. Promoting education for peace and human rights

Expected result 8: Member States integrate peace and human rights education components in education policies and practices

<i>Performance indicators</i>	<i>Targets 2017</i> <i>38 C/5 ZNG Budget \$653M</i>
1. Number of countries supported which have integrated education for peace and human rights (global citizenship) in their education policy and programmes	– 20 Member States

<i>Performance indicators</i>	<i>Targets 2017</i> <i>38 C/5 ZNG Budget \$653M</i>
2. Qualitative assessment of learning outcomes in education for global citizenship documented	<ul style="list-style-type: none"> – 1 assessment tool for measuring learning outcomes of PHRE – Tool used by 10 countries
3. Number of ASPnet members supported which have delivered quality programmes and projects on peace, human rights and other UNESCO and UN priorities	<ul style="list-style-type: none"> – 20% of ASPnet members

9. Strengthening education for sustainable development

01028 Through its work on Education for Sustainable Development, UNESCO aims at reorienting education worldwide, so that it provides everyone with the opportunity to acquire the values, attitudes, skills, and knowledge that are needed to contribute to sustainable development. Education for Sustainable Development (ESD) entails the inclusion of key sustainable development challenges into all areas and levels of education and learning. It also requires participatory teaching and learning methods that empower everyone to become active for sustainable development. The framework for UNESCO's action in this area is provided by the United Nations Decade of ESD (DESD, 2005-2014), for which UNESCO is the lead agency, and by its follow-up ESD programme framework. In the outcome document of the UN Conference on Sustainable Development (Rio+20), The Future We Want, Member States made a commitment "to promote education for sustainable development and to integrate sustainable development more actively into education beyond the United Nations Decade of Education for Sustainable Development".

New paragraph:

After the conclusion of the United Nations Decade of ESD (DESD, 2005-2014), the framework for UNESCO's action in ESD is provided by the the Global Action Programme on ESD (GAP). The GAP was endorsed by the 37th session of the General Conference as the follow-up to the DESD and contribution to the implementation of the post-2015 development agenda. It was launched at the successful World Conference on ESD, which UNESCO co-organized with the Government of Japan on 10-12 November 2014 in Aichi-Nagoya, Japan. The UN General Assembly took note of the GAP as follow-up to the DESD and invited UNESCO, as lead agency for ESD, to continue to provide coordination for its implementation (A/RES/69/211). This provides UNESCO with a strong mandate to enhance its work in the promotion of ESD. ESD contributes to making education relevant today.

01029 In 2014-2015, UNESCO's work in ESD will have the following components:

New paragraph is added after paragraph 01029:

In 2016-2017, UNESCO's work in ESD will have the following components:

- (a) Coordination of the GAP at the global level: As outlined in the Roadmap for Implementing the Global Action Programme on ESD, UNESCO will lead and coordinate the implementation of the GAP at the global level and provide strategic direction to ESD stakeholders in the following five Priority Action Areas of the GAP: advancing policy; transforming learning and training environments; building capacities of educators and trainers; empowering and mobilizing youth;

and, accelerating sustainable solutions at the local level. Building new momentum, harnessing partnerships (through Partner Networks), fostering a global community of practice (through a Global Forum and a Clearinghouse), and showcasing good practice (through the UNESCO-Japan ESD Prize) are key strategies in this regard. UNESCO will monitor the implementation of the GAP and continue to work as the advocate for ESD in global policy processes.

- (b) Implementation of the GAP through flagship projects, policy advice and technical assistance: Together with its partners, UNESCO will implement major activities in each of the five Priority Action Areas of the GAP. Through the provision of policy advice, capacity-building and dissemination of good practices in ESD, UNESCO will continue to support Member States to integrate ESD into education policies, plans and curricula, including in non-formal education and life-long learning. Climate change, in the follow-up to COP 21, will remain an important thematic focus.

Expected result 9: Capacities of Member States strengthened to integrate ESD into education and learning, and ESD strengthened in the international policy agenda

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
1. Number of partners joining UNESCO to launch and implement the Global Action Programme on ESD (GAP)	– <i>GAP launched</i> – <i>80 major stakeholders partner with UNESCO to implement the GAP</i>
2. Number of references to ESD in policy documents at the international level	– 5
3. Number of countries supported to integrate a holistic approach of ESD into the curriculum with a focus on climate change, disaster risk reduction and biodiversity	– <i>30 Member States</i>

10. Promoting health through education

01033

Within the context of health education, UNESCO will support Member States to address priority health issues in educational institutions through school health programmes, and in informal and non-formal settings outside of schools, including issues related to menstruation education, under-nutrition and the global epidemic of childhood obesity, that are increasingly impacting on children and young people’s health in all regions and where school-based approaches offer enormous potential. UNESCO will also provide support to Member States to build the capacity of the education sector to respond to health emergencies, such as the Ebola outbreak.

Expected result 10: Member States deliver good quality health education, HIV and comprehensive sexuality education that contribute to healthy lifestyles and gender equality

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
1. Number of countries with a multisectoral strategy that addresses HIV in the school setting	– 93% (170/182) countries include the education sector in their multisectoral strategy
2. Number of countries where at least 50% of schools provided life skills-based HIV and sexuality education within the previous academic year	– At least 74% of 38 UNAIDS high impact countries (28 out of 38)
3. Number of countries with education sector rules and guidelines for staff and students related to physical safety, stigma and discrimination and sexual harassment and abuse that have been communicated to relevant stakeholders in educational institutions	– At least 60% of 38 UNAIDS high impact countries (23 out of 38)

Main Line of Action 3: Advancing Education for All and shaping the future international education agenda

01034 At a time when the new development agenda is being set, UNESCO will continue to seek to raise the profile of education among competing development priorities and lead the debate on EFA and the education-related MDGs after 2015. Following the adoption of the new sustainable development agenda, UNESCO will continue to raise the profile of education among competing development priorities and lead the coordination and monitoring of the post-2015 education agenda which will be an integral part of the post 2015 sustainable development agenda.

01035 In MLA 3, UNESCO’s work will aim at steering international debate on critical issues and emerging challenges for education. The Organization is expected by the international community, to guide the debate on the future of education, monitor global education progress, mobilize partnerships for education and provide a coordination role at the global and regional levels. It will coordinate education stakeholders and facilitate equal partnerships and technical cooperation between developing countries and donors. It will contribute to changing current development dynamics by building a broad coalition of partnerships for education, where sharing of knowledge and experiences among diverse partners in education will be central. It will also continue to promote South-South and North-South-South cooperation, as well as to exchange best practices to foster transnational cooperation through projects and networks in order to achieve the EFA goals and the education-related MDGs. UNESCO will therefore give particular attention to three thematic areas outlined in this main line of action.

11. Leading global dialogue and undertake foresight and research

01038

Three main strands of work are envisaged:

- (a) Setting a new education agenda: Leading up to 2015, UNESCO will inform the international education debate and organize sub-regional and regional debates on the post-2015 education agenda. In 2015, it will organize a global conference which will provide direction and guidance for the coming years by adopting a new education agenda. Beyond 2015, UNESCO will facilitate policy dialogue and knowledge generation on all aspects of the new agenda.
- (b) Promoting research and foresight: UNESCO will mobilize international research networks, monitor the state and status of research in education, analyze emerging development trends and their implications for education and contribute through evidence-based dialogue on various education issues to the global policy agenda. The wealth of expertise and experiences in Member States linked to UNESCO through various professional networks, complemented by UNESCO's in-house expertise within its sectors as well as in category 1 and 2 institutes, will be the major force for such a task.
- (c) Charting new paradigms of learning: Building upon the work initiated in the past biennia, in particular the critical review of the two landmark UNESCO publications, *Learning to be* (1972) and *Learning: The treasure within* (1996) in light of social transformations underway since the mid-1990s, UNESCO will initiate further debate and research on learning in a changing world and may consider the possible development of a new world report on education and learning in the twenty-first century.

Expected result 11: Future education agenda and global education policies shaped, drawing on relevant research and foresight studies conducted by UNESCO and other institutions

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
1. Number of comparative analyses and case studies on emerging challenges for education and learning conducted at national and regional levels, published and disseminated	<ul style="list-style-type: none"> – 2-4 foresight studies (including those planned by Institutes) ; – 3 thematic studies on global education trends; – 4 regional/subregional research projects
2. Number of proceedings of international/ regional research colloquia organized jointly by UNESCO and research partners	– 4 global conferences and/or policy fora
3. High-visibility global education foresight report published	– one issue of the “World Education Report” published in multiple languages

12. Monitoring the right to education and global education development

01039

There is a growing need for evidence-based policy making and advocacy, and for strengthening and improving the tools for measuring national commitments and accountability to realizing the right to education. In response, UNESCO will continue to play a central role in monitoring compliance with various international normative instruments¹ that promote different dimensions of the right to education and progress towards the six EFA goals and beyond. Two key areas of work are identified for the 37 C/5 period:

- (a) **Monitoring global education development:** Building on the important work of the UNESCO Institute for Statistics (UIS) in collecting comparative education statistics, and using other internationally-comparable disaggregated data and related policy analysis, UNESCO will continue to publish the EFA Global Monitoring Report (GMR) on progress towards the EFA goals until 2015. The evidence and analysis that are disseminated through the independent EFA GMR report will play a key role in informing the debate on the post-2015 education agenda: The GMR, to be published in late 2013, will present evidence on education for development, making the case for education goals beyond 2015, and in particular identifying the vital role of quality teachers in improving equitable learning. The following GMR, to be published in early 2015, will present a global stock-take of the goals over the entire period since 2000 to inform the global EFA meeting in 2015. It will be complemented by a series of national EFA assessments conducted by Member States with UNESCO's and other UN partners' support, as well as regional reports. Recognizing the critical role the GMR has played in building a strong evidence base for advocacy and informing policy, UNESCO will continue its work in monitoring trends and progress towards the future education-related international development goals and the realization of the right to education more generally. **During 2016-2017**, UNESCO will continue to publish a global education monitoring report to track the post-2015 international education goal and targets building on the important work of the UNESCO Institute for Statistics (UIS) in collecting comparative education statistics, and using other internationally-comparable disaggregated data and related policy analysis. This new global education monitoring report will replace the Education for All Global Monitoring Report (EFA GMR). Starting in 2016, a new series of reports will monitor the state of education in the new framework of the Sustainable Development Goals (SDGs). The evidence and analysis that will be disseminated through this independent report will play a key role in providing the benchmarks to monitor the new education agenda. The 2016 report will focus on the complex interrelationships and links between education and key development sectors, and determine which education strategies, policies and programmes are most effectively linked to the economic, social, environmental and political priorities of the new sustainable development agenda. The report will also establish a new monitoring framework for education, and examine key financing and governance challenges for the post-2015 era. The 2017 Report will consider questions of monitoring and accountability in education.

Expected result 12: Implementation of the right to education and progress towards international education goals promoted and monitored, and policy dialogue informed by the evidence generated

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
1. 9th Consultation on the implementation of the convention and recommendation against discrimination in education conducted and generating an increase in country reporting as well as in ratifications	<ul style="list-style-type: none"> – Consultation completed Reports produced in 6 languages Results submitted to the Governing bodies – 12% increase in country reporting – 5 new ratifications
2. Number of countries implementing UNESCO's Guidelines (analytical framework) to review their national education laws	<ul style="list-style-type: none"> – Guidelines implemented in at least 6 MS – Feedback received and tool improved
3. Monitoring of the right to education reinforced and advocacy enhanced particularly through operationalization, updating and further development of the Database support; regular reporting on measures taken for the implementation of ED normative instruments; and preparation of a handbook on the right to education (RTE)	<ul style="list-style-type: none"> – Database updated and further developed – Handbook completed – Reports on RTE prepared
4. Number of GMR launch events and media articles related to the Report, together with examples of policy influence	<ul style="list-style-type: none"> – At least 50 launch events for 2016 Report and 2017 Report – At least 600 media articles for 2016 Report and 2017 Report

13. Promoting partnerships for and coordination of education

01041

- (c) Promoting new cooperation modalities and a new world education agenda: In recent years, emerging economies are playing an increasingly visible role in international education cooperation. Equal cooperation partnerships and South-South cooperation are becoming more common, and technical and knowledge transfers more dominant than traditional money transfers. UNESCO will promote these cooperation modalities and use its convening power to bring all partners, from North and South, together to provide a common platform for engagement beyond 2015 and to promote an international education agenda relevant to all, with strong linkages to the broader development agenda to be adopted by the UN in 2015.

New paragraph:

The post-2015 global education agenda [will be] shaped and the education related goal and targets [will be] agreed upon by the international education community at the World Education Forum (WEF 2015) in May 2015, and subsequently at the United Nations Special Summit on Sustainable Development in New York in September 2015. During 2016-2017, UNESCO will pursue its leading and global coordinating role for education, further expanding and strengthening its partnerships, and supporting Member States in the implementation of the post-2015 education agenda. UNESCO's key areas of work for the period 2016-2017 will be as follows:

- (a) “Setting-up new global and regional coordination mechanisms”: Building upon its past leadership in coordinating global action in education, UNESCO will establish global and regional coordination mechanisms in close cooperation with the WEF co-convening agencies to mobilize commitment for the new education agenda. It will maintain “the collaborative momentum” generated for the preparation of the post-2015 education agenda and build upon former regional EFA coordination mechanisms (such as the Arab EFA Forum, EFA/PRELAC, Asia and Pacific Thematic Working Group on EFA, Sub-Saharan Africa EFA Coordination Group) and, at global level, the EFA Steering Committee, the annual Global EFA Meeting (GEM) and the EFA High Level Forum to continue to improve coordination at global and regional levels.
- (b) Implementing the post-2015 education agenda: Participants from the international education community at the WEF 2015 [will agree] on the “Framework for Action”, which [will be] finalized following the adoption of the post-2015 development agenda at the United Nations Special Summit. The purpose of the framework for action is to guide the implementation of the post-2015 education agenda. UNESCO will pursue its work related to identifying appropriate indicators to measure the new targets, building on the work previously undertaken by the technical advisory group (TAG) on the post-2015 indicators. Technical support will be provided to countries as necessary to help identify appropriate national targets and corresponding indicators and lay the foundations for national monitoring frameworks for the post-2015 education agenda.

Expected result 13: Political commitment for education reinforced in the global, regional and national development agendas, and cooperation modalities promoted

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
1. Global and regional coordination mechanisms set up and meetings held	<ul style="list-style-type: none"> – <i>Annual global coordination meeting held</i> – <i>Annual coordination meetings held in each region</i>
2. Number of countries supported by UNESCO to translate the global agenda into national targets and/or set up monitoring systems	<ul style="list-style-type: none"> – <i>Support provided to 35 countries, among which LDCs</i>
3. Research undertaken and policy briefs developed	<ul style="list-style-type: none"> – <i>1 policy brief on each thematic area of the post-2015 education agenda developed and disseminated</i>

Global Priorities

Global Priority Gender Equality

Expected result: Education policies, processes and practices in Member States developed, implemented and evaluated through the lens of gender equality and empowerment

<i>Performance Indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
1. Number of countries supported by UNESCO where education policies have been reviewed with gender analysis to integrate a lifelong learning perspective	– 19 Member States
2. Number of countries supported in the implementation and scaling- up of gender responsive literacy policies, plans and actions, through formal and non-formal programmes, taking into consideration the specific circumstances and needs of women and girls with no or low literacy skills	– 35 Member States (of which 25 Member States for youth and adult literacy and 10 for out-of-school children and youth)
3. Number of countries supported and which have developed and/or implemented gender responsive policies and programmes that ensure equal opportunities to diversified choices of learning and skills development for girls and women at post-primary level.	– 20 Member States
4. Number of Member States supported by UNESCO where policies and programmes for the professional development of education personnel are systematically reviewed from a gender-equality perspective	– 25 Member States
5. Number of Member States where gender mainstreaming in national education systems is accelerated through the promotion of all forms of gender transformative education/ learning including global citizenship, life skills education, education for sustainable development and others.	– 35 Member States
6. Number of Member States supported which are delivering good quality health education, HIV and comprehensive sexuality education that contribute to healthy lifestyles and gender equality.	– 10-15 Member States
7. Number of MemberStates reporting on their compliance with the normative instruments on the right to education, with a focus on gender equality	– 100% of the reports submitted by Member States

International Bureau of Education (IBE)

The following text contains all the expected results of the 37 C/5 Approved, as revised to reflect the \$653 million scenario. It also includes, when relevant, revised parts of the narrative text of document 37 C/5 Approved.

01101 As a Centre of Excellence in curriculum, the IBE's mission is to support UNESCO Member States in their efforts to equitably enhance the quality of student learning mainly through initiatives and activities within the following three key action areas: (1) capacity development for institutions and individuals as well as technical support and advice; (2) access to curriculum-related knowledge, experience and expertise; and (3) engagement of stakeholders in evidence-based policy dialogue.

01102 For the period 2014-2017, the overall goal is to enhance the quality of student learning by promoting and supporting excellence in curriculum processes and products. Within the context of this overall goal, the main objectives of the IBE are to:

- generate and share knowledge about curriculum products, processes, strategies, trends, as well as critical and current curriculum issues;
- collect, analyse, synthesize and disseminate curriculum-related knowledge and information;
- in the field of curriculum and learning, develop individual and institutional capacities and provide technical support and advice as well as other services to UNESCO's Member States;
- promote and advocate for intellectual, policy and technical dialogue and knowledge sharing to improve learning opportunities, processes and outcomes;
- facilitate South-South and North-South-South cooperation;
- partner with academic and policy-oriented entities to support original, action-oriented research initiatives and to analyse, synthesize and disseminate existing research findings; and
- promote international dialogue among ministers of education and other relevant actors worldwide with regard to improving the quality of education for all.

01103 Given IBE's focus on curriculum as a key dimension of quality and inclusion, its contribution is cross-cutting to Major Programme I strategic objectives, MLAs and thematic areas. IBE will also intensify its technical support and policy advice in the field of curriculum and learning to promote education for citizenship in an increasingly globalized world (or global citizenship education), human rights and sustainable development, as well as early childhood care and education and inclusive education. In particular, IBE will contribute to the following expected results:

MLA 1 – Expected result 6: Capacities of Member States strengthened to promote, monitor and assess the processes and outcomes of competency-based learning

<i>Performance indicators</i>	<i>Targets 2017</i>
1. Number of countries involved in capacity development activities to support quality curriculum change and management	– 40
2. Percentage of Diploma graduates that have declared improving their practice on the workplace	– <i>At least 75%</i>
3. Number of learning tools, prototypes, frameworks and guidelines for curriculum innovation and reform developed/reviewed, used and disseminated to support quality curriculum change and management	– 15
4. Number of countries, especially conflict-afflicted supported in developing comprehensive and inclusive curriculum to enhance learning	– 12
5. Policy and curriculum documents revised and adopted to enhance learning	– 7
6. Number of countries actively applying the General Education System Quality Analysis/ Diagnosis Framework (GEQAF) for redressing identified systemic constraints to the provision of high quality and development-responsive education and effective learning for all	– 15

MLA 3 – Expected result 11: Future education agenda and global education policies shaped, drawing on relevant research and foresight studies conducted by UNESCO and other institutions

<i>Performance indicator</i>	<i>Targets 2017</i>
1. Improved availability of and access to information on curriculum development processes and products	– <i>Website traffic and downloads increased by 100%</i>
2. Number of case studies, comparative analyses and publications on curriculum trends and issues produced and disseminated	– <i>At least 30</i>
3. Increase in the dissemination and usage of the journal Prospects, with its new orientation and focus on curriculum, learning and assessment,	– <i>200 Consortia, 5,000 academic and government institutions in 60 countries</i>

UNESCO International Institute for Educational Planning (IIEP)

The following text contains all the expected results of the 37 C/5 Approved, as revised to reflect the \$653 million scenario. It also includes, when relevant, revised parts of the narrative text of document 37 C/5 Approved.

01202 IIEP has a global remit. Nevertheless, it puts special emphasis on countries furthest away from the MDGs and EFA objectives and the post-2015 sustainable development goal and targets on education, and on African countries in particular. The Institute operates within a network of partners including ministries of education, relevant bodies at the country level, and international development partners. IIEP favours strategic alliances and partnerships likely to achieve better results for its beneficiaries. Furthermore IIEP operates on the principle of transferring its competencies when conducting its work with national partners. This is anchored in the belief that national institutions can be empowered provided their capacities are built in a sustainable manner and they operate within supportive structures.

Expected results

MLA 1 – Expected result 1: National capacities strengthened to develop and implement policies and plans within a lifelong learning framework

- Planners and managers in beneficiary countries can organize planning processes, lead plan preparation, implementation and review
- Policy-makers and senior personnel in ministries in charge of education understand the value of strategic planning and draw on the skills and competences of their planners
- Training institutions in educational planning gradually build credibility as training providers with ministries in charge of education
- The knowledge generated and packaged by IIEP is considered a reference for its target audiences

<i>Performance Indicators</i>	<i>Targets 2017</i>
1. % Heads of planning units stating effect of IIEP capacity development on improving organizational performance	– 85%
2. % Supervisors of IIEP trainees observing improvement in individual and team performance	– 90%
3. Number of Training programmes in training institutions enhanced to serve national to sub-regional training needs for mid- to senior-level educational planners and managers by 2017	– 8-9
4. % Decision-makers participating in IIEP dedicated events expressing improved awareness of the importance of effective planning in overcoming pressing challenges in education	– 80%

MLA 3 – Expected result 11: Future education agenda and global education policies shaped, drawing on relevant research and foresight studies conducted by UNESCO and other institutions

<i>Performance Indicators</i>	<i>Targets 2017</i>
1. % Stakeholders stating that IIEP research is highly relevant	– 95%

UNESCO Institute for Lifelong Learning (UIL)

The following text contains all the expected results of the 37 C/5 Approved, as revised to reflect the \$653 million scenario. It also includes, when relevant, revised parts of the narrative text of document 37 C/5 Approved.

01301 As UNESCO’s global centre of excellence for lifelong learning with a focus on adult and continuing education, literacy and non-formal basic education, the UNESCO Institute for Lifelong Learning (UIL) shall undertake research, capacity development, networking, and publication in lifelong learning with a focus on adult and continuing education, literacy and non-formal basic education. It supports Member States in developing their capacities for comprehensive provision of lifelong learning opportunities for all, with a focus on disadvantaged and marginalized groups.

01302 During the 2014-2017 quadrennium, activities will be grouped into three programme areas and specific areas of intervention:

- (a) Lifelong learning policies and strategies: Key areas of intervention will include: i) Strengthening capacities for developing national lifelong learning policies and strategies; ii) Strengthening evidence-based research and providing technical assistance in developing national structures and procedures to recognize the outcomes of non-formal and informal learning; and iii) Expanding the UNESCO Global Network of Learning Cities (UNESCO GNLC).
- (b) Literacy and basic skills: Key areas of intervention will include: i) Integration of literacy and basic skills in national policies, strategies and programmes; ii) Action-oriented and policy-driven research to improve relevance and quality of empowering literacy policies and programmes; and iii) Developing capacities of literacy stakeholders for improved programme design, management and evaluation within a lifelong learning perspective; (iv) Creating a multi-stakeholder partnership for literacy.
- (c) Adult learning and education: Key areas of intervention will include: i) Monitoring the implementation of the CONFINTEA agenda through UNESCO’s Global Report on Adult Learning and Education (GRALE); ii) Supporting Member States to implement the Belém Framework for Action; and iii) Sharpening the understanding and relevance of adult learning and education, including monitoring of the implementation of UNESCO’s Recommendation concerning Adult Learning and Education .

Expected results

MLA 1 – Expected result 1: National capacities strengthened to develop and implement policies and plans within a lifelong learning framework

<i>Performance indicators</i>	<i>Targets 2017</i>
1. Number of Member States supported where national authorities develop inclusive and gender-responsive lifelong learning policies and/or promote and expand quality lifelong learning opportunities for all	– 40 Member States involved in developing/ revising national LLL policies
2. Number of Member States supported who have developed and implemented national policies in line with recognition, validation and accreditation (RVA) and national qualifications framework (NQF) mechanisms and frameworks	– 40 Member States involved in providing evidence for developing national structures for RVA

MLA 1 – Expected result 2: National capacities strengthened to scale up inclusive and gender-responsive quality literacy programmes

<i>Performance indicators</i>	<i>Targets 2017</i>
1. Number of Member States supported who integrate literacy and basic skills in their national development strategies that support peace, social cohesion and sustainable development	– 6 Member States engaged in developing/ – revising national literacy policies
2. Number of Member States supported who make use of research evidence to reach more – and difficult- to- reach – learners with relevant, high quality and empowering literacy and basic skills learning opportunities through innovative, holistic and integrated (“embedded”) approaches	– 12 Member States engaged in action-oriented research on LBS
3. Number of Member States supported which a) Improve programme design, management and evaluation; and/or b) Integrate literacy and basic skills (LBS) as a foundation of lifelong learning into their national recognition, validation and accreditation frameworks and mechanisms; and/or c) Use relevant strategies and tools to enable access and successful completion of basic (skills) education, particularly for vulnerable and disadvantaged young people and adults	– 12 Member States engaged in capacity development for LBS programme design, management and evaluation

MLA 3 – Expected result 11: Future education agenda and global education policies shaped, drawing on relevant research and foresight studies conducted by UNESCO and other institutions

<i>Performance Indicators</i>	<i>Targets 2017</i>
1. Improved availability and access to information on development processes and products in relation to lifelong learning with a focus on adult and continuous education, literacy and non- formal basic education	– website traffic and downloads increased by 100%
2. Policy briefs produced, research seminars organized, research networks entering into partnership with UIL	– 16
3. Number of case studies, comparative analysis and publications on trends and issues produced and disseminated in relation to lifelong learning with a focus on adult and continuous education, literacy and non-formal basic education	– 20
4. The Journal ‘International Review of Education’ widely disseminated and used	– references increased, best-selling journal to more than 7,500 institutions and organizations

MLA 3 – Expected result 12: Implementation of the right to education and progress towards international education development goals promoted and monitored, and policy dialogue informed by the evidence generated

<i>Performance indicators</i>	<i>Targets 2017</i>
1. Number of supported Member states using regional and national adult learning and education strategies and monitoring mechanisms	– <i>110 Member States engaged in further implementing CONFINTEA Follow-up according to Belém Framework for Action</i>
2. Number of supported Member States implementing effective adult learning and education policies and programmes which are gender-sensitive and ensure the provision of skills for youth and adults	– <i>30 Member States engaged in designing/ implementing programmes providing skills for youth and adults</i>
3. UNESCO's standard setting instrument - Recommendation on the development of Adult Education used to revise national policies	– <i>20 Member states actively engaged in revising the UNESCO Recommendation</i>

UNESCO Institute for Information Technologies in Education (IITE)

The following text contains all the expected results of the 37 C/5 Approved, as revised to reflect the \$653 million scenario. It also includes, when relevant, revised parts of the narrative text of document 37 C/5 Approved.

MLA 1 – Expected result 7: National capacities strengthened to develop and implement technology policies in education, particularly in teacher training and professional development

<i>Performance indicator</i>	<i>Targets 2017</i>
1. Number of evidence-based research produced to guide countries in the use of ICT in education	– 4 sets of evidence-based research
2. Number of countries benefiting from policy advice in the field of ICT in education	– 10 countries
3. Number of countries supported by UNESCO in developing and/or reviewing teacher standards for the appropriate use of technology in education, eventually involving the localization and adaptation of the ICT CFT	– 15 countries
4. Number of countries supported by UNESCO in developing and/or reviewing a national or institutional policy for OER	– 5 countries
5. Number of best practices on the use of ICT in education produced and disseminated	– 5 case studies
6. Number of ASPnet members supported to deliver quality programmes and projects on learning for the future	– 100 ASPnet schools from 40 members

MLA 3 – Expected result 11: Future education agenda and global education policies shaped, drawing on relevant research and foresight studies conducted by UNESCO and other institutions

<i>Performance indicator</i>	<i>Targets 2017</i>
1. Number of comparative analyses and case studies on emerging challenges for education and learning conducted at national and regional levels, published and disseminated	– 5 regional studies

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

The following text contains all the expected results of the 37 C/5 Approved, as revised to reflect the \$653 million scenario. It also includes, when relevant, revised parts of the narrative text of document 37 C/5 Approved.

01502 The activities proposed for the period of 2016-2017 are aligned to UNESCO’s Medium-Term Strategy (2014-2021) and IICBA’s Strategic Plan (2014-2021). The Institute will continue to provide support to African Member States to achieve the EFA goals and the education-related MDGs’ and to the post-2015 development education goals, while aligning activities to the African Union’s Second Decade of Education for Africa Action Plan (2006-2015) and within the framework of the UNESCO Teacher Strategy and UNESCO Initiative on Teachers.

Expected results

MLA 1 – Expected result 5: National capacities strengthened, including through regional cooperation, to develop and implement teacher policies and strategies so as to enhance the quality of education and promote gender equality

<i>Performance Indicators</i>	<i>Targets 2017</i>
1. Number of Member States supported in developing and/or reviewing teacher policies, paying strong attention to gender issues	– 8
2. Number of Member States supported in the implementation of teacher training and continuous professional development through their teacher training institutions	– 15
3. Number of Member States that have promoted the use of pedagogy-based ICT and ODL to support teacher development and management	– 20

MLA 3 – Expected result 11: Future education agenda and global education policies shaped, drawing on relevant research and foresight studies conducted by UNESCO and other institutions

<i>Performance Indicators</i>	<i>Targets 2017</i>
1. Number of publications (including policy briefs, technical papers and study reports) and policy dialogues on teacher issues through advocacy and partnership	– 9
2. Series on “Fundamentals of Teacher Education Development”	– 3

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

The following text contains all the expected results of the 37 C/5 Approved, as revised to reflect the \$653 million scenario. It also includes, when relevant, revised parts of the narrative text of document 37 C/5 Approved.

MLA 1 – Expected result 4: National capacities strengthened to develop evidence-based higher education policies to address the challenges of equity, quality, inclusion, expansion, mobility and accountability

<i>Performance indicator</i>	<i>Targets 2017</i>
1. Number of countries adhering to the 1974 Regional Convention on the Recognition of Studies, Diplomas and Degrees in Higher Education in LAC	– <i>At least half of the LAC countries</i>
2. Increased cooperation between UNESCO Chairs on higher education in the region	– <i>Network established between UNESCO Chairs and a second encounter organized</i>

MLA 3 – Expected result 11: Future education agenda and global education policies shaped, drawing on relevant research and foresight studies conducted by UNESCO and other institutions

<i>Performance indicator</i>	<i>Targets 2017</i>
1. Regional conferences organized with UNESCO’s support on key policy issues in higher education, including on technology driven teaching and learning models (OER)	– <i>2 regional conferences (yearly) with HE Networks and National Councils of Rectors.</i> – <i>1 Caribbean Conference on HE</i>

UNESCO Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP)

MGIEP aims to develop capacities of member states and key relevant stakeholders and strengthen international and national policy to foster integration of education for peace, sustainable development, and global citizenship in formal and non-formal teaching and learning. The Institute will engage a broad range of stakeholders, including youth, to encourage cultural interaction and interactive information exchange, and to generate a wider consensus building process on issues of peace and sustainable development. It also envisions harnessing education to empower generations of global citizens for collective responsibility towards each other and their shared future in building a more peaceful and sustainable world.

The Institute links formal and informal education at all levels to the global development, sustainability, peace, and security goals through Transformative Education – education oriented towards critical thinking and social transformation, which goes beyond vocational skills and employability to build sustainable peace and sustainable development. MGIEP's work will include engaging with schools and universities to embed concepts of peace, sustainability, and global citizenship within mainstream curriculums and subjects, incubating innovation in learning and teaching methods for stronger student engagement with these ideas, and empowering youth initiatives through experiential learning. These three interventions in educational processes, combined with creating collaborative networks for their implementation and conducting research for better education policies, will contribute to reinforcing the capacities of member states and all relevant stakeholders in leading change for a more peaceful and sustainable future.

During 2016-2017, MGIEP will contribute to Major Programme I by contributing to the achievement of MLA 2 expected result 8 concerning peace and human rights education, expected result 9 regarding education for sustainable development; and MLA 3 expected result 11 related to research and foresight.

Building on UNESCO's strategic programme objectives for the education sector, priorities of the UN Secretary-General's Global Education First Initiative (GEFI) and UNESCO's post-2015 education agenda, the Institute's work for 2016-2017 is articulated in the following goals:

- A. **Curriculum:** integrating knowledge, skills, values and attitudes of peace, sustainable development and global citizenship within curricula at different levels of education;
- B. **Learning processes:** mainstreaming innovative teaching and learning methods for education for peace, sustainable development and global citizenship in formal and in-formal education;
- C. **Youth:** enabling and empowering youth to lead the change for peace and sustainable development; and
- D. **Research and Foresight:** mainstreaming education for peace, sustainable development and global citizenship in national and international public and policy discourses.

Expected results

MLA 2- Expected Result 8: Member States integrate peace and human rights education components in education policies and practices

<i>Performance indicator</i>	<i>Targets 2017</i>
1. Scoping exercise on the state of EPSG (Education for Peace, Sustainability, and Global Citizenship) in the Asia-Pacific	– 1 report covering 20 member states in the Asia-Pacific region
2. Sensitizing ministries and educational institutions about EPSG in the Asia-Pacific	– 1 international conference on EPSG for the Asia-Pacific region
3. EPSG concepts embedded in curriculums	– 1 Training module developed for text-book writers to embed concepts of EPSG in curriculums for selected member states

MLA 2- Expected Result 9: Capacities of Member States strengthened to integrate ESD into education and learning, and ESD strengthened in the international policy agenda

<i>Performance indicator</i>	<i>Targets 2017</i>
1. Youth engaged with innovation in ICTs for EPSG	– 1 game on EPSG developed and released globally
2. ICTs/Digital games promoted as educational tools for EPSG	– 1 international gaming conference bringing educators from 40 countries, the international gaming community, and relevant international policymakers
3. Innovative pedagogical methods established for EPSG	– 5 virtual learning labs established for 5 member states in the Asia-Pacific region
4. Number of youth trained/mentored to lead change for peace and sustainable development	– 60 UNESCO MGIEP Young Leaders from across the globe selected and mentored on EPSG
5. Number of youth groups for EPSG in educational institutions	– 20 UNESCO MGIEP youth groups set up in university campuses in 20 member states

MLA 3- Expected Result 11: Future education agenda and global education policies shaped, drawing on relevant research and foresight studies conducted by UNESCO and other institutions

<i>Performance indicator</i>	<i>Targets 2017</i>
1. Number of policy dialogues on EPSG for youth and policy makers organized	– 2 UNESCO MGIEP TAG (Talking Across Generations) Dialogues, 4 Distinguished Lectures, and 2 Futures Workshops organized
2. Research undertaken on EPSG and transformative education	– 4 peer reviewed Working papers on EPSG
3. Research on GCED strengthened	– Global action Research Agenda on GCED designed and initiated

MP II

Natural sciences



Major Programme II

Natural sciences

Regular Budget									
	37 C/5 Approved	Comparative transfers In/ (Out)	37 C/5 Approved as adjusted	Recosting/ Technical adjustment	Lapse factor adjustment (0% to 5%)	38 C/5 Increase/ (Decrease) in real terms	Total 38 C/5 Proposed ZNG \$653M	Reinforcement	Total 38 C/5 Proposed ZNG+ \$667M
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operational budget	19 223 100	-	19 223 100	921 500	-	2 175 600	22 320 200	2 595 400	24 915 600
Staff budget	43 181 000	243 000	43 424 000	1 131 000	(2 218 900)	(176 100)	42 160 000	274 600	42 434 600
Total, Major Programme II	62 404 100	243 000	62 647 100	2 052 500	(2 218 900)	1 999 500	64 480 200	2 870 000	67 350 200

For detailed explanations of the columns shown above, please refer to "Technical note on budgeting methodologies used in the Draft Budget for 2016-2017 (38 C/5)" under Technical Note and Annexes.

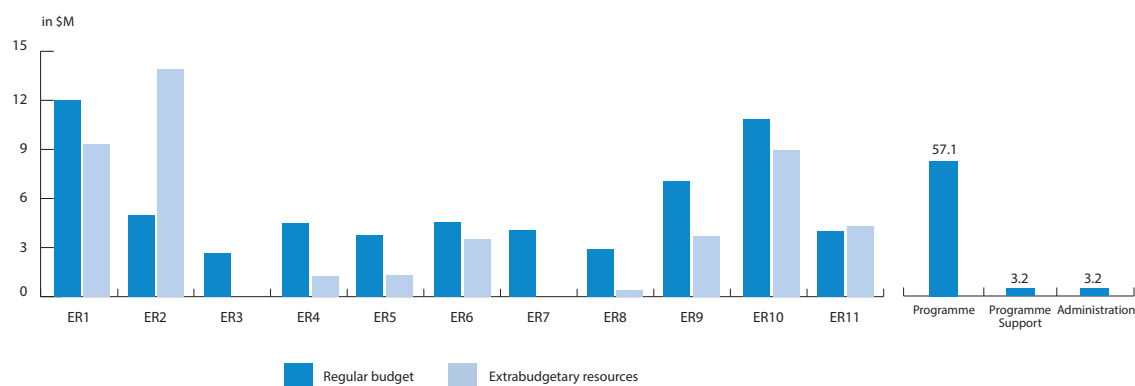
Main Line of Action / Expected result (ER)	Draft 38 C/5 ZNG (\$653M)			Reinforce- ment	Draft 38 C/5 ZNG+ (\$667M)			Extra- budgetary Resources ⁽¹⁾
	Operational budget	Staff budget	Total		Operational budget	Staff budget	Total	
	\$	\$	\$	\$	\$	\$	\$	\$
MLA 1 Strengthening STI policies, governance and the science-policy-society interface	3 391 800	9 011 200	12 403 000	572 100	3 856 800	9 118 300	12 975 100	9 609 700
ER1 Strengthening STI policies, the science-policy interface, and engagement with society, including vulnerable groups such as SIDS and indigenous peoples	3 391 800	9 011 200	12 403 000	572 100	3 856 800	9 118 300	12 975 100	9 609 700
MLA 2 Building institutional capacities in science and engineering	4 071 100	3 845 800	7 916 900	352 400	4 407 000	3 862 300	8 269 300	14 392 300
ER2 Capacity-building in research and education in the natural sciences enhanced, including through the use of ICTs	2 744 600	2 425 600	5 170 200	229 100	2 960 000	2 439 300	5 399 300	14 380 200
ER3 Interdisciplinary engineering research and education for sustainable development advanced and applied	1 326 500	1 420 200	2 746 700	123 300	1 447 000	1 423 000	2 870 000	12 100
MLA 3 Promoting knowledge and capacity for protecting and sustainably managing the ocean and coasts	4 705 800	8 564 600	13 270 400	590 500	5 296 300	8 564 600	13 860 900	6 262 000
ER4 Scientific understanding of ocean and coastal processes bolstered and used by Member States to improve the management of the human relationship with the ocean	1 749 200	2 914 300	4 663 500	217 100	1 966 300	2 914 300	4 880 600	1 270 000
ER5 Risks and impacts of ocean-related hazard reduced, climate change adaptation and mitigation measures taken, and policies for healthy ocean ecosystems developed and implemented by Member States	1 342 900	2 535 600	3 878 500	212 100	1 555 000	2 535 600	4 090 600	1 340 000
ER6 Member States' institutional capacities reinforced to protect and sustainably manage ocean and coastal resources	1 613 700	3 114 700	4 728 400	161 300	1 775 000	3 114 700	4 889 700	3 652 000
MLA 4 Fostering international science collaboration for earth systems, biodiversity, and disaster risk reduction	2 309 400	4 906 700	7 216 100	509 600	2 791 600	4 934 100	7 725 700	418 800
ER7 Global cooperation in the ecological and geological sciences expanded	1 555 500	2 648 900	4 204 400	459 300	2 003 800	2 659 900	4 663 700	18 300
ER8 Risk reduction improved, early warning of natural hazards strengthened and disaster preparedness and resilience enhanced	753 900	2 257 800	3 011 700	50 300	787 800	2 274 200	3 062 000	400 500
MLA 5 Strengthening the role of ecological sciences and biosphere reserves	2 001 900	5 301 700	7 303 600	145 000	2 119 400	5 329 200	7 448 600	3 806 300

Main Line of Action / Expected result (ER)	Draft 38 C/5 ZNG (\$653M)			Reinforce- ment	Draft 38 C/5 ZNG+ (\$667M)			Extra- budgetary Resources ⁽¹⁾
	Operational budget	Staff budget	Total		Operational budget	Staff budget	Total	
	\$	\$	\$	\$	\$	\$	\$	\$
ER9 Use of biosphere reserves as learning places for equitable and sustainable development and for climate change mitigation and adaptation strengthened	2 001 900	5 301 700	7 303 600	145 000	2 119 400	5 329 200	7 448 600	3 806 300
MLA 6 Strengthening freshwater security	4 825 200	10 530 000	15 355 200	700 400	5 429 500	10 626 100	16 055 600	13 742 800
ER10 Responses to local, regional and global water security challenges strengthened	3 202 300	7 989 900	11 192 200	524 300	3 649 700	8 066 800	11 716 500	9 260 300
ER11 Knowledge, innovation, policies and human and institutional capacities for water security strengthened through improved international cooperation	1 622 900	2 540 100	4 163 000	176 100	1 779 800	2 559 300	4 339 100	4 482 500
UNESCO Sciences Institutes⁽²⁾	1 015 000	-	1 015 000	-	1 015 000	-	1 015 000	139 153 200
UNESCO-IHE Institute for Water Education (UNESCO-IHE)	-	-	-	-	-	-	-	85 183 200
Abdus Salam International Centre for Theoretical Physics (ICTP)	1 015 000	-	1 015 000	-	1 015 000	-	1 015 000	53 970 000
Total, Major Programme II	22 320 200	42 160 000	64 480 200	2 870 000	24 915 600	42 434 600	67 350 200	187 385 100

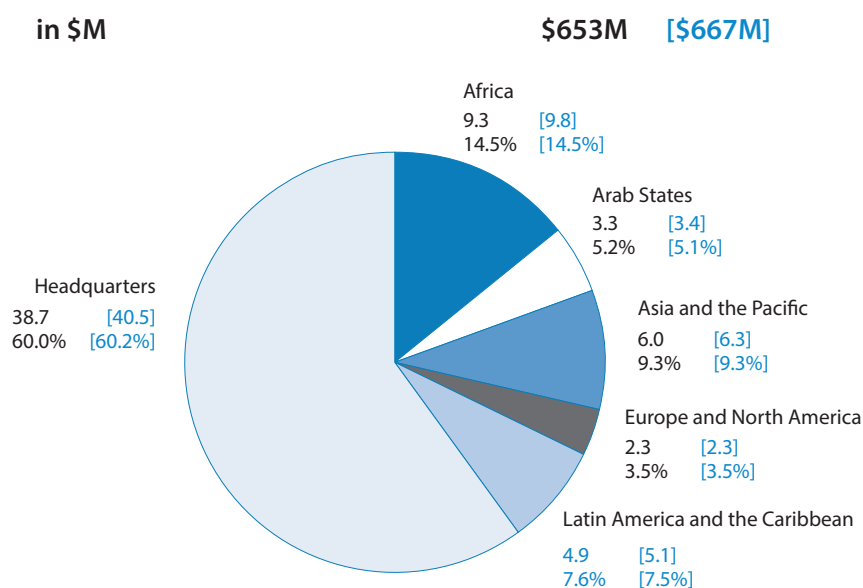
(1) Projects to be implemented in 2016-2017 for which funds have been received or firmly committed, plus posts financed from Programme Support Costs (PSC) account.

(2) The regular budget amount for UNESCO IHE Institute represents the financial allocation from the regular budget and might be subsequently used for financing operational costs and/or staff.

Total resources (staff and operational budget) Regular Programme and Extrabudgetary by result and Regular Programme breakdown by RBB categories (Programme / Programme Support / Administration) for 38 C/5 Draft ZNG (\$653M)



Distribution of Regular Programme resources by Region and Headquarters (staff and operational budget) for Draft 38 C/5 ZNG (\$653M) and ZNG+ (\$667M)



Indicative Sector's contribution to Global Priorities

	Priority Africa		Priority Gender Equality	
	\$	%	\$	%
Draft 38 C/5 ZNG (\$653M)	5 386 400	24.1%	1 896 000	8.5%
Draft 38 C/5 ZNG+ (\$667M)	6 019 500	24.2%	2 110 400	8.5%

Major Programme II

Natural sciences

Key implications of the ZNG and ZNG+ scenarios

With a ZNG+ budget (\$667M compared to \$653M) MP II would in addition develop a programme on the governance of science for public goods. There are global issues relating to how the research agenda is driven, arguably sometimes not necessarily for the benefit of the world's citizens nor for the sustainable development of the planet. Elements would include science governance, policy and diplomacy, underpinned by increasing emphasis on monitoring and assessment with the development of tools such as GO-SPIN. A programme would be developed on gender-related issues and STEM education focusing on Africa. Also there would be more emphasis and resources for Small Island Developing States (SIDS) which are vulnerable in the face of global challenges such as climate change and economic uncertainty. In addition, higher investment in science together with local and indigenous knowledge would have a multiplier effect on achieving the SDGs. The \$667 M proposals above would include both staff and activity costs. It would also allow for the establishment of a Regular Programme post to reinforce fundraising activities.

The ZNG+ \$667M scenario will allow the IOC to further address the capacity development needs of its Member States, of which 70% are low- or middle-income countries, in particular through provision of funding via the three IOC Sub-Commissions (IOCAFRICA, IOCARIBE, WESTPAC) to enable a customized response to the needs. Additional funding will be allocated to facilitate SIDS' and LDCs' participation in IOC global programmes. An increase in regular budget will equip IOC to better meet expectations from partner organizations and will also serve as seed money and a catalyst for attracting further extrabudgetary funding from multilateral donors (EC, GEF, etc.) that require co-financing.

The following text contains all the expected results of the 37 C/5 Approved, as revised to reflect the \$653M scenario. It also includes, when relevant, revised parts of the narrative text of document 37 C/5 Approved.

During the 2014-2017 quadrennial (37 C/5 and 38 C/5), and in pursuance of the strategic objectives 4 and 5 of the Medium-Term Strategy for 2014-2021 (37 C/4), Major Programme II will concentrate on the following programme priority areas:

Major Programme II						
37 C/4 Strategic Objectives	SO 4: Strengthening science, technology and innovation systems and policies – nationally, regionally and globally		SO 5: Promoting international scientific cooperation on critical challenges to sustainable development			
Main lines of action	MLA 1: Strengthening STI policies, governance and the science-policy-society interface	MLA 2: Building institutional capacities in science and engineering	MLA 3: Promoting knowledge and capacity for protecting and sustainably managing the ocean and coasts	MLA 4: Fostering international science collaboration for earth systems, biodiversity, and disaster risk reduction	MLA 5: Strengthening the role of ecological sciences and biosphere reserves	MLA 6: Strengthening freshwater security
Expected Results	ER 1. Strengthening STI policies, the science-policy interface, and engagement with society, including vulnerable groups such as SIDS and indigenous peoples	ER 2. Capacity-building in research and education in the natural sciences enhanced, including through the use of ICTs ER 3. Interdisciplinary engineering research and education for sustainable development advanced and applied	ER 4. Scientific understanding of ocean and coastal processes bolstered and used by Member States to improve the management of the human relationship with the ocean ER 5. Risks and impacts of ocean-related hazards reduced, climate change adaptation and mitigation measures taken, and policies for healthy ocean ecosystems developed and implemented by Member States ER 6. Member States' institutional capacities reinforced to protect and sustainably manage ocean and coastal resources	ER 7. Global cooperation in the ecological and geological sciences expanded ER 8. Risk reduction improved, early warning of natural hazards strengthened and disaster preparedness and resilience enhanced	ER 9. Use of biosphere reserves as learning places for equitable development and for climate change mitigation and adaptation strengthened	ER 10. Responses to local, regional and global water security challenges strengthened ER 11. Knowledge, innovation, policies and human and institutional capacities for water security strengthened through improved international cooperation

Strategic Objective 4: Strengthening science, technology and innovation systems and policies – nationally, regionally and globally

Main Line of Action 1: Strengthening STI policies, governance and the science-policy-society interface

02002

Through fostering and developing science, technology and innovation (STI), societies equip themselves with the knowledge and skills to address complex developmental challenges in today's context of unprecedented environmental change, resource depletion and social transformation. To reap the benefits of STI, they must be woven into the fabric of society by strengthening the links between science, policy and society, thus creating knowledge societies where policy- and decision-makers and citizens alike have the capacity and power to choose the future we want for the planet and its peoples. Governments must invest in creating STI-enabled societies through effective national science policies and robust systems of science governance. They must furthermore invest in encouraging partnerships for STI, and in educating and sensitizing citizens to use the power of science and evidence-based research to make judicious, political, professional and personal choices in the context of a culture of enquiry.

Expected results 1, 2 and 3 have been merged into 1 which should read as follows:

Expected Result 1: Strengthening STI policies, the science-policy interface, and engagement with society, including vulnerable groups such as SIDS and indigenous peoples

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
<p>1. Number of assisted Member States which have adopted STI policies, policy instruments and governance tools for the development of their STI systems</p>	<ul style="list-style-type: none"> - <i>At least 16 Member States in three regions with STI systems improved</i> - <i>At least 12 countries integrated in the GO-SPIN platform</i> - <i>At least two North-South-South university networks for training and research in STI policy developed</i> - <i>At least three Member States with parliaments having increased understanding of the value and use of STI policy</i> - <i>At least three science parks and technology business incubators initiated/developed</i> - <i>At least five Member States have established multi-functional science centres/museums and improved their governance structure</i>

<i>Performance indicators</i>	<i>Targets 2017</i> 38 C/5 ZNG Budget \$653M
<p>2. Number of concrete approaches in action demonstrating and contributing to the strengthening of the science-policy interface at multiple levels in relation to which UNESCO provides a clear and value-adding contribution</p>	<ul style="list-style-type: none"> – <i>Four regional and one global IPBES Assessment Reports partly implemented in 2016 and 2017 and delivered in 2018</i> – <i>At least four Sub-Global Assessments conducted in biosphere reserves</i> – <i>At least eight core projects of Future Earth (FE) developed by 2017, with UNESCO’s substantive input on the pilot research themes of FE, in particular those on water, biodiversity and ecosystem services, and a UNESCO project on capacity mobilization for FE in five African countries and one country in LAC implemented.</i> – <i>Sustainability science assessed in national policies and programmes in at least 10 Member States</i>
<p>3. Number of actions at multiple levels promoting sustainable development in SIDS; and mobilizing local and indigenous knowledge systems (LINKS) in environmental assessments</p>	<ul style="list-style-type: none"> – <i>Policy instruments and frameworks for STI and sustainable livelihoods adopted and utilized in two SIDS regions, with particular reference to youth</i> – <i>At least three regional/interregional and 10 national SIDS climate change education/ capacity development events held with participation by at least 50% women</i> – <i>At least 25 Member States in all SIDS regions actively contribute and have access to global online environmental change databases</i> – <i>Local and indigenous knowledge prominently profiled in global scientific assessments, including the IPCC fifth Assessment Report, IPBES and Future Earth</i> – <i>At least three regional adaptation networks established in response to global change, including climate change (in Arctic, sub-Saharan Africa, Pacific SIDS, and Indian Ocean SIDS)</i> – <i>Initiatives to reinforce transmission of local and indigenous knowledge and language, in at least five countries, with a focus on Latin America, Pacific SIDS and Indian Ocean SIDS</i>
<p>4. Number of regional, inter-regional and international debates on best practices for STI policy makers aimed at STI for development that are based on initiatives by or with UNESCO</p>	<ul style="list-style-type: none"> – <i>The World Science Forum (2017)</i> – <i>Global Innovation Fora (2016)</i> – <i>At least two high-level regional and two international fora on STI for development organized</i> – <i>At least one inter-agency partnership initiated</i> – <i>At least two initiatives on science diplomacy launched</i>

Main Line of Action 2: Building institutional capacities in science and engineering

Expected result 2: Capacity-building in research and education in the natural sciences enhanced, including through the use of ICTs

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
<p>1. Number of beneficiary Member States having contributed to and/or promoted the sustainable use of renewable energy sources including in the context of the 2014-2024 UN Decade of «Sustainable Energy for All», and number which have incorporated renewable energy use in national development plans</p>	<ul style="list-style-type: none"> – <i>Use of renewable energy broadened through curricula and teaching tools in at least 50% of participating countries in regional summer schools</i> – <i>At least two countries adopt new strategies on renewable energy use and application for global sustainability</i> – <i>At least 15 Member States incorporate renewable energy use into their national development plans</i>
<p>2. Interdisciplinary science education initiatives including innovative methods of teaching at all levels introduced in a number of Member States</p>	<ul style="list-style-type: none"> – <i>Knowledge on interdisciplinary science broadened and disseminated through at least three modules</i> – <i>Member States access on line all ICTP Diploma Programme lectures on ICTP website</i> – <i>Teachers actively use online science teaching courses in developing countries</i> – <i>At least four LDCs</i> – <i>At least 50% of participating schools in teacher training workshops in Africa use Global Microscience Experiments</i>
<p>3. Number of countries especially in Africa having strengthened capacity to deliver science through collaborative action and networking</p>	<ul style="list-style-type: none"> – <i>At least four specialized hubs created in developing countries especially in Africa, for bioscience research and training</i> – <i>At least 20% of STI institutions in Africa having strong S-S and N-S collaborative programmes</i> – <i>At least three UNESCO Chairs in mathematics and physics created</i>

<i>Performance indicators</i>	<i>Targets 2017</i> 38 C/5 ZNG Budget \$653M
<p>4. Number of Member States benefitting from training opportunities and number of trained young scientists in the basic sciences contributing knowledge applicable to sustainable development</p>	<ul style="list-style-type: none"> – <i>At least 12 Member States have introduced teacher training material and active learning methodologies in basic sciences (mathematics, physics, bioinformatics and nanotechnologies) for sustainable development, targeting youth and women with a focus on Africa and LDCs</i> – <i>At least 6 training activities in biotechnology developed</i> – <i>At least 160 students enrolled in Ph.D., STEP and Diploma Programmes at ICTP</i> – <i>At least 6 category 2 centres or UNESCO Chairs supported in their procedure of creation contributing to bolster Member States’ institutional capacities in the basic sciences</i>
<p>5. Number of universities which have established virtual science libraries and teacher training materials through open access</p>	<ul style="list-style-type: none"> – <i>At least 20 universities (exclusively through extrabudgetary funding)</i>

02017

Engineering is vital in addressing basic human needs such as health, agriculture, drinking water, industry, building, energy, transport, disaster reduction and poverty eradication, and to face global challenges such as climate change. There is increasing concern about declining enrolment in engineering studies which is compromising efforts to achieve sustainable development. Through UNESCO’s work in engineering, the Organization aims to encourage students to study engineering, particularly young women and men in developing countries, to modernize engineering curricula to include interdisciplinary science and to apply engineering solutions to satisfy basic needs as defined by the international development goals.

Former paragraph 02013 is now placed after paragraph 02017

Capacity in engineering, using science and technology to develop useful products and services, is critical to finding solutions to sustainable development challenges, particularly in Africa, where there is an acute shortage of engineers. UNESCO will focus its work in engineering on supporting reform of engineering curricula to embrace sustainable development challenges and to attract more young women and men into careers in engineering. To advance its work in capacity-building in science, technology and engineering, UNESCO will put increasing emphasis on the role of ICTs to enable both developed and developing countries to have increased access to the benefits of science, technology and engineering.

Expected result 3: Interdisciplinary engineering research and education for sustainable development advanced and applied

<i>Performance indicators</i>	<i>Targets 2017</i> 38 C/5 ZNG Budget \$653M
1. Number of universities in Member States which increased their awareness raising and capacity-building of engineering, number engaged in a global platform on engineering for sustainability agenda, and an action plan for engineering education for Africa developed with ministerial, academic professionals and industrial partners	– At least two universities in each of the regions plus two additional universities, one global engineering platform developed and at least 50% of participating universities sharing information, experience and best practices in integrating sustainability in engineering curricula, and at least 50% of participating African ministers and stakeholders actively engaged
2. Number of large-scale supported initiatives integrating innovative, interdisciplinary, multinational approaches to team-based research projects into the engineering curriculum	– At least 50% of participants in engineering leadership workshops from developing countries apply problem-based engineering – At least two large-scale networks defined with industrial partners through new multinational approaches on quality engineering for sustainability
3. Number of alliances between supported youth-based engineering societies to promote leadership of young engineers in engineering for sustainable development	– Meta-organization linking work of organizations in five regions launched
4. Number of Member States actively involved in gathering engineering data increased and percentage which have addressed challenges of “big data” in engineering education and research	– At least 50% of participating Member States

Strategic Objective 5: Promoting international scientific cooperation on critical challenges to sustainable development

Main Line of Action 3: Promoting knowledge and capacity for protecting and sustainably managing the ocean and coasts

02019

Following the United Nations Conference on Sustainable Development (Rio+20) in 2012, governments agreed to set a number of Sustainable Development Goals (SDGs) and in particular the proposal of a stand alone Ocean SDG indicates the priority given to the conservation and sustainable use of the ocean, as well as the need to build technical and scientific capacity of developing nations in meeting related international targets. This new sustainable development framework provides obligations for the IOC in view of its . unique role in the UN system in relation to ocean science, capacity development and the science base for ocean management. Consistent with its mission and mandate, the following vision will guide the Commission’s actions and activities: Strong scientific understanding and systematic observations of the changing world climate and ocean ecosystems shall underpin global governance

for a healthy ocean, and global, regional and national management of risks and opportunities from the ocean.

02024

The development of the sustained Global Ocean Observing System (GOOS) rests on the common definition of observing requirements to address scientific and societal issues, and the intergovernmental coordination of national observing efforts from space and in situ into a global system based on standards and shared effort. GOOS provides a platform for this collaboration and the building of national capacity. The Joint WMO-IOC Technical Commission for Oceanography and Marine Meteorology (JCOMM) is an important implementing body for GOOS. Both WCRP and JCOMM contribute to the WMO-IOC-UNEP-ICSU Global Climate Observing System. Data and information management activities are coordinated by the IOC's International Oceanographic Data and Information Exchange (IODE) through projects such as the IODE Ocean Data Portal (ODP), Ocean Biogeographic Information System (OBIS), the OceanDocs e-repository, the OceanKnowledge portal and others. The Global Environment Facility (GEF)-funded programmes such as the Large Marine Ecosystem (LME) network are suitable platforms to provide quantitative information and indices of change on environmental aspects, as well as the tools for scientific comparisons at the appropriate scales.

Expected result 4: Scientific understanding of ocean and coastal processes bolstered and used by Member States to improve the management of the human relationship with the ocean

<i>Performance indicator</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
<p>1. Number of international initiatives reinforcing the links between WCRP and IOC scientific priorities and programmes in activities of the WCRP projects and programmes</p>	<ul style="list-style-type: none"> – Full financial support to WCRP as recommended by the IOC assembly – Creation of a 2 year WG Impacts of climate change and variability in upwelling systems – IOC contribution to “Polar Challenge” mission of an ocean glider 2000 km under the Arctic – Creation of a 2 year WG on physical understanding of polar seas’ reaction in a climate change scenario – Enhance IOC observation activities in polar regions by supporting WCRP involvement in the International Polar Initiative
<p>2. (i) Number of international agreements on standards and methodologies established and implemented (ii) Increase in data sharing among the international carbon programmes and institutions</p>	<ul style="list-style-type: none"> – Identification of biological parameters (best practice) necessary to observe the impact of ocean acidification, following an implementation at 2 sites in LDCs and SIDS – Implementation of best practices to observe changes in coastal blue carbon ecosystems at 3 sites in LDCs and SIDS – Development and implementation of a global ocean acidification data portal, combining biological, chemical and physical parameters – Development and implementation of a global coastal carbon environment data base – Publication of best practices guides, and implementation of methodologies by at least 10 national research institutions – Increase in ocean carbon data in the Surface Ocean CO2 database (SOCAT) by 15% at the end of 2015

Performance indicator	Targets 2017 38 C/5 ZNG Budget \$653M
<p>3. Continued and diversified Member State investment, sustaining implementation levels for in situ and space observations of the ocean for climate and weather</p>	<ul style="list-style-type: none"> – Member States leverage a significantly improved level of coordinating services and strategic guidance for global-scale sustained ocean observations, focused on climate and ocean services requirements. – Regional implementation of ocean observations for local Member State priorities is improved through fully-funded GOOS Regional Alliance activities – Fuller coordination of MS ocean observing activities in the Indian and Pacific Islands region through the Perth Project Office – Improved sea level time series from data archaeology and training
<p>4. Increased number of sustained observing requirements for Essential Ocean Variables (EOVs) defined and readiness assessments performed, including for geochemical, biological and ecosystem variables; and new observing networks for sustained observations of these variables integrated into GOOS and/ or JCOMM</p>	<ul style="list-style-type: none"> – Member States work to define strategic targets and implement observing networks focused on monitoring ocean health, integrated into GOOS – Participation of two new observing network for non-physical EOVs in GOOS – IOC Member States able to collectively contribute to monitoring of the ocean SDG
<p>5. (i) Number of MS institutions sharing data and information through the IODE network of data centres and marine libraries (ii) Number of data records available through OBIS and ODP portals, e-repository OceanDocs, and (iii) Number of publications mentioning OBIS</p>	<ul style="list-style-type: none"> – Not less than 117 institutions participating in the IODE network and related portals – records in the OBIS data base increased to 44M number of data; number of datasets in OceanDataPortal increased to 300; number of bibliographic records in the OceanDocs e-repository increased to 8000 – 300 citations by the end of 2017
<p>6. Number of international scientific initiatives focusing on marine ecosystem functioning, and impacts of change and variability on ecosystem services, where national research institutions are participating</p>	<ul style="list-style-type: none"> – Preparation of a global ecological assessment of shipbased time series – International Group for Marine Ecological Time Series – Establishment of a global network of scientists to support research with regard to deoxygenation in the ocean – Support scientists to establish science focusing on the impacts of climate change on jellyfish – At least 15 inter-comparable marine ecosystem assessments produced

02030

Increases in nutrient loading have been linked with the development of large blooms of harmful algae, leading to anoxia and even toxic or detrimental impacts on fisheries resources, ecosystems, and human health or recreation. Many sources of nutrients can stimulate harmful algal blooms (HAB). The export of phosphorus to the ocean has increased three-fold compared to pre-industrial levels, and nitrogen has increased even more dramatically, especially over the last 40 years. The International Harmful Algal Bloom Programme is an adequate platform for observation, modelling and management of nutrient loading and harmful algal episodes at local and regional scales.

Building on its contribution to the preparation of the First UN World Ocean Assessment (WOA) published in 2015, IOC will increase its technical and scientific support to the development of global assessment processes related to the ocean such as the UNFCCC, IPBES and WOA.

Expected result 5: Risks and impacts of ocean-related hazards reduced, climate change adaptation and mitigation measures taken, and policies for healthy ocean ecosystems developed and implemented by Member States

<i>Performance indicator</i>	<i>Targets 2017</i> 38 C/5 ZNG Budget \$653M
<p>1. (i) Member States engaged in harmonizing and standardizing monitoring and warning systems for coastal hazards in all four regions (ii) Member States, and in particular those most vulnerable to coastal hazards, having adopted harmonized mitigation and adaptation plans</p>	<ul style="list-style-type: none"> – <i>Tsunami warning systems in four regions in process of harmonization and becoming interoperable</i> – <i>Strengthened support for participation to Inter-ICG technical working groups to enable full participation of members and with at least one meeting per year</i> – <i>Member states of four regions participating to at least 4 workshops on coastal hazard assessments within an overall risk assessment, management and mitigation framework implemented</i> – <i>National Tsunami Warning Centre (NTWC) in Pacific Island Countries (PIC) have strengthened capacities to be able to take sound warning decisions and provide national/local services on a 24/7 basis. 5 PIC have developed/updated Tsunami Plans/ Standard Operating Practices</i>
<p>2. Number of international scientific and capacity enhancing initiatives on improved monitoring and management of (i) harmful algal bloom events and their impacts, (ii) nutrient loading, and where national research institutions are participating</p>	<ul style="list-style-type: none"> – <i>strong participation of Member States in at least 8 capacity enhancing activities implemented</i> – <i>at least 35 national research institutions participating in the implementation of IOC science activities</i> – <i>at least 6 expert/science workshops advancing international research</i>
<p>3. Number of Member States benefiting from improved capacity for operational ocean forecast systems</p>	<ul style="list-style-type: none"> – <i>Publication of the guide to operational ocean forecast systems</i> – <i>2 new member states assisted in developing local ocean safety services</i> – <i>Increase SIDS community resilience to sea level related hazard through training and forecasting</i>
<p>4. Number of students having acquired capacity related to EWS, mitigation and adaptation through the OceanTeacher training platform</p>	<ul style="list-style-type: none"> – <i>240 students</i>

<i>Performance indicator</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
<p>5. Number of Member States having acquired the capacity to conduct marine assessments and contributing to regional and global ocean related assessments such as the World Ocean Assessment, IPBES and IPCC</p>	<p>– <i>At least 30 Member states from 3 regions</i></p>

02031

Because the ocean knows no political or geographical barrier and activities in the waters of one country may impact on the ocean globally, it is essential for all countries to coordinate actions and activities and to have the necessary capacity for managing the waters under their legal jurisdiction. Since 1960, the IOC has been coordinating global oceanographic initiatives through its Assembly and regional bodies, and publicising this role through outreach activities. In order to meet its global agenda, the IOC contributed substantially to the Rio+20 Conference and its outcome document “The Future We Want”. One of the core objectives of the IOC, as it is embedded in its Statutes and recognized by UNGA, is to build national capacities in marine sciences and ocean observation so that all coastal nations of the world are able to benefit from the conservation and sustainable use of the ocean and its resources. However, in order to direct international support effectively, appropriate tools are needed to identify gaps and document on a regular basis Member States’ needs and investments in ocean science, including institutional and human technical capacities. It is in this context, that the IOC Assembly at its 27th session in July 2013 considered the proposal by the Secretariat to establish a Global Ocean Science Report (GOSR) and decided to establish an open-ended intersessional working group funded by extrabudgetary sources in order to allow Member States to further review and improve to the proposal. The information collected through the GOSR will also contribute to measuring some of the Ocean SDG targets by providing an overview of existing scientific capacities at national and regional level.

Two new paragraphs are added after paragraph 02031 to read as follows:

IOC will lead the development of decision support tools and increase the capacity of coastal nations in managing their marine and coastal resources within an ecosystem-based framework. A dual approach based on enhancing opportunities for the development of ocean-based economies whilst ensuring that marine and coastal biodiversity and ecosystem services are conserved, will provide the backbone of the IOC strategy on marine spatial planning. To achieve this result, a global assessment of Marine Spatial Planning practices will be implemented, an international conference will be organized in 2016 and new technical guidance on ecosystem-based management will be prepared and disseminated in regions, and a global network of Large Marine Ecosystems (LME) will be established in collaboration with the GEF and UNDP and facilitated by IOC.

IOC acting as the focal point for ocean science within the UN system will continue to engage in relevant UN inter-agency activities such as UN Oceans, relevant follow up to the UN SIDS Conference, as well as the post-2015 development agenda.

02032

IOC will have adopted (during the 28th Session of the IOC Assembly) a new Capacity Development (CD) Strategy which will give a major thrust to the improvement of formal tertiary qualifications in ocean science to the nationals of its Member States, including through regional training (and research) centres and related activities. The aim of the IOC CD initiatives is to ensure that Member States have a core of highly qualified marine scientists who can advise their governments on the management of their ocean and coasts and at the same time extend the expertise of this core group more broadly through national training initiatives. Trainees of the Ocean Teacher Global Academy (and its network

of regional training centres) will be monitored throughout their career and interviewed regarding the use of the acquired expertise.

Expected result 6: Member States' institutional capacities reinforced to protect and sustainably manage ocean and coastal resources

<i>Performance indicator</i>	<i>Targets 2017</i> 38 C/5 ZNG Budget \$653M
1. Number of Member States that implement work plans (priorities set based on needs and available resources) of governing and subsidiary bodies	<ul style="list-style-type: none"> - <i>At least 65% of IOC Member States from IOCARIBE, WESTPAC and IOCAFRICA participating in their respective regional subsidiary meetings and related implementation of workplans</i>
2. Number of countries using IOC's ecosystem based management guidelines and coastal hazards/climate change adaptation tools in the development, management and evaluation of their national programmes	<ul style="list-style-type: none"> - <i>At least 40 countries</i> - <i>Applying IOC guidelines to manage their coastal and marine areas</i> - <i>At least 20 countries participating in the formulation and implementation of regional interventions on coastal hazards/climate spatial planning in 2 regions</i> - <i>One international conference on the state of the art in Marine Spatial Planning</i>
3. Number of trained scientists using their skills to support national authorities	<ul style="list-style-type: none"> - <i>IODE&OBIS: (i) not less than 400 students trained in subjects related to IODE and OBIS</i> - <i>(ii) not less than 5 publications published by course students and referring to IODE or OBIS</i> - <i>TMT: website , brochure, training materials, created and 1 pilot DOALOS-IOC training workshop organized</i> - <i>IOCAFRICA: (i) two African Summer Schools organized in 2016 and 2017, focussing on application of modelling and remote sensing to coastal management; (ii) Support provided to UNESCO Chairs in marine sciences providing training at MSc and PhD to at least 10 trainees from Africa; (iii) assistance provided to newly established OceanTeacher Global Academy regional training centres</i> - <i>IOCARIBE: (i) summer schools organized; (ii) assistance provided to newly established OceanTeacher Global Academy regional training centres</i> - <i>WESTPAC: RTRCs established, startup courses organized and RTRCs operational</i>
4. Number of Countries participating and contributing information to the Global Ocean Science Report (exclusively through extrabudgetary funding)	<ul style="list-style-type: none"> - <i>Quantitative bibliometric analysis to observe developments in science</i> - <i>Analysis of networks and scientific regional cooperation</i> - <i>Qualitative information retrieved from the ad hoc survey</i>

Main Line of Action 4: Fostering international science collaboration for earth systems, biodiversity, and disaster risk reduction

02033

The functioning of the earth's systems is complex and interconnected, whether with respect to climate, ecosystems and biodiversity or in relation to geological processes. To achieve sustainable development, we must understand the functioning of these complex earth systems, how human beings interact with them and how we can not only benefit from the earth's resources but also conserve them for future generations. International collaboration to develop common pathways to manage the earth's resources is central to the mandate of UNESCO in science, and not only contributes to sustainable development but also to building a culture of peace and dialogue. The UNESCO Man and the Biosphere (MAB) Programme has explored the relationship of humans with nature in specific ecological zones and has developed a unique worldwide network of site-specific examples of sustainable development in the World Network of Biosphere Reserves (WNBR). For over forty years, the International Geosciences Programme has brought geoscientists from all regions of the world to study the Earth and geological processes under themes which have increasing societal relevance, such as disaster risk reduction and the reasoned use of mineral resources. The UNESCO-supported Global Geoparks Network promotes the establishment of sites of outstanding geological value which are the basis of local sustainable development. UNESCO will continue to support these programmes together with partner organizations. UNESCO also plays an important role in shaping the international agenda in biodiversity science through the Organization's participation in the Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES) and its contribution to the Convention on Biological Diversity and Future Earth, underpinned and informed by its mandate in the sciences, education, culture and communication which combine in UNESCO's work on biodiversity.

02035

UNESCO's work on biodiversity, consolidated under MLA 4 in the 2014-2015 biennium, will focus on increasing the scientific capacity of Member States and the international community to address the biodiversity crisis. For Member States, opportunities for UNESCO Chairs and category 2 centres will be explored in megadiverse countries that currently are poorly served by scientific capacity in conservation biology. At the international level, UNESCO will enhance its active participation in the Group on Earth Observation Biodiversity Observation Network (GEO BON), and contribute to the definition, use and assessment of Essential Ecosystem Variables. Partnerships with the Global Biodiversity Information Facility (GBIF), the Ocean Biogeographic Information System (OBIS), the Ramsar Convention, the Convention on Biological Diversity (CBD) and other partners will also contribute to the global science of conservation. Collaboration in relation to the biodiversity research agenda will be pursued with Future Earth and the Sub-Global Assessment Network, in order to promote further involvement of UNESCO sites in multi-scale assessments of biodiversity and ecosystem services, as foreseen under IPBES. Starting in 2016, these activities will be undertaken in ERs 1, 4 and 9.

Expected result 7: Global cooperation in the ecological and geological sciences expanded

<i>Performance indicators</i>	<i>Targets 2017</i> 38 C/5 ZNG Budget \$653M
<p>1. Percentage of developing Member States who have scientists actively engaged in N-S and S-S cooperation through IGCP projects focused on key thematic areas of geohazards, use of mineral resources and climate change</p>	<p>– <i>At least 50% of scientists from developing countries</i></p>

<i>Performance indicators</i>	<i>Targets 2017</i> 38 C/5 ZNG Budget \$653M
2. The number of Member States that have institutes contributing to the Earth Science Initiative in Africa developed through the Africa Network of Earth Science Institutes (ANESI)	– <i>At least 20 new institutes collaborating in the ANESI (exclusively through extrabudgetary funding)</i>
3. Number of Member States which have integrated Earth science in school curricula	– <i>At least five countries</i>
4. The number of Member States with Global Geoparks	– <i>At least 40 new Global Geoparks designated, four of them transnational, in particular in Africa and Latin America</i>

Expected result 8: Risk reduction improved, early warning of natural hazards strengthened, and disaster preparedness and resilience enhanced

<i>Performance indicator</i>	<i>Targets 2017</i> 38 C/5 ZNG Budget \$653M
1. Number of new partnerships established by supported Member States to advocate the importance of disaster risk reduction (DRR)	– <i>At least four new partnerships established at global and regional levels</i>
2. Number of supported Member States which have enhanced resilience and increased capacity in DRR	– <i>At least 60 countries, out of which at least seven in Africa</i>
3. Number of networks established/ strengthened at global, regional and national levels through scientific and technical information sharing sessions	– <i>At least 5 networks strengthened</i>

Main Line of Action 5: Strengthening the role of ecological sciences and biosphere reserves

Expected result 9: Use of biosphere reserves as learning places for equitable and sustainable development and for climate change mitigation and adaptation strengthened

<i>Performance indicators</i>	<i>Targets 2017</i> 38 C/5 ZNG Budget \$653M
1. Number of new biosphere reserves (BR) joining the UNESCO World Network of BR (WNBR), a network of sustainable development learning sites	– <i>At least 50 new BR created, three of them transboundary, particularly in developing countries or LDCs</i>

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
2. Percentage of supported BR that have implemented the recommendations of the Madrid Action Plan and function according to Seville strategy principles and statutory framework criteria	– <i>At least 80% of all pre-Seville BR transformed and remaining sites supported by UNESCO projects in order to achieve this goal</i>
3. Percentage of supported Member States which have developed and implemented an action plan in support of the MAB strategy (2014-2021) and a new strategy document for the MAB Programme and its WNBR (2015-2025) approved by the MAB International Coordinating Council (ICC) in 2015	– <i>At least 50% of Member States support 2014-2021 Strategy</i> – <i>Approval of draft strategy document by the MAB ICC at its 26th Session (2014) and 27th Session (2015)</i>
4. Number of research programmes/projects conducted in BR promoting sustainability science and sustainable development	– <i>At least one research programme/project by region or thematic network</i>

Main Line of Action 6: Strengthening freshwater security

Expected result 10: Responses to local, regional and global water security challenges strengthened

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
1. Number of supported institutions which have developed research and training programmes on floods and drought risk management related to climatic extremes	– <i>At least 20 institutions in three regions</i>
2. Member States have improved groundwater and river basin governance at local, national and transboundary levels	– <i>At least 20 Member States participating in the groundwater monitoring network (GGMN)</i> – <i>At least 35 Member States applied the methodology for the transboundary aquifers assessment</i> – <i>Guidelines developed for aquifer recharge based on at least five subregional case studies on transboundary aquifers and/or river basins</i>
3. Number of Member States benefiting from innovative tools and approaches which have addressed water scarcity and quality	– <i>At least 60 Member States in all regions</i>
4. Number of supported urban areas which have developed innovative and integrated approaches to water management	– <i>At least 50 urban areas</i>

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
5. Number of supported Member States which have applied guidelines of and contributed to the Integrated Water and Ecosystems Resource Management	– <i>At least 10 Member States</i>
6. Number of supported Member States which have strengthened water education approaches at all levels for water security	– <i>At least 35 Member States, particularly in Africa</i> – <i>At least 1 network of water and mass media professionals established</i>

Expected result 11: Knowledge, innovation, policies and human and institutional capacities for water security strengthened through improved international cooperation

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
1. Number of resolution aimed at supporting Member States to enhance water governance through cooperation mechanisms at the national, regional and international levels	– <i>Eight intergovernmental resolutions issued by the IHP Council</i>
2. Number of students graduated or professionals trained through the UNESCO water family at the primary, secondary, bachelor, master and Ph.D. levels or postgraduate or non-formal courses with skills to address water security challenges and number of technicians trained to assist in water services and infrastructure	– <i>At least 2000 notably from developing countries, of whom at least 30% are women</i>
3. Number of water-related global assessments with data relevant for policy-makers	– <i>At least four World Water Development Reports and associated case studies delivered by the UNESCO-led WWAP on water security themes</i> – <i>At least 800 citations to the WWDR in scientific and non-scientific publications</i>
4. Number of UNESCO water family institutions actively engaged in a comprehensive global framework to reinforce synergies among them on water science, education and innovation	– <i>At least 30 institutions in all regions</i>
5. Number of experts contributing to improve the analysing and synthesising scientific and technological information to support decisions by policy-makers and the curricular content	– <i>400 experts reviewing literature to produce policy relevant information (pending mobilization of extrabudgetary funding)</i>

Global Priority

Global Priority Gender Equality

Expected result 4: Effective participation of women in high-level processes shaping the science agenda and science policies promoted

<i>Performance Indicators</i>	<i>Benchmarks</i>	<i>Baseline</i>
6. Percentage of women participants in UNESCO-led scientific conferences and in high-level meetings on the science agenda and science policy	– 40%	– 30%

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

The information provided on UNESCO-IHE in paragraph 02101 to 02105 of 37 C/5 Approved remains the same.

Abdus Salam International Centre for Theoretical Physics (ICTP)

The information provided on Abdus Salam International Centre for Theoretical Physics (ICTP) in paragraph 02201 to 02208 of 37 C/5 Approved remains the same.

MP III

Social and human sciences



Major Programme III

Social and human sciences

Regular Budget									
	37 C/5 Approved	Comparative transfers In/ (Out)	37 C/5 Approved as adjusted	Recosting/ Technical adjustment	Lapse factor adjustment (0% to 5%)	38 C/5 Increase/ (Decrease) in real terms	Total 38 C/5 Proposed ZNG \$653M	Reinforcement	Total 38 C/5 Proposed ZNG+ \$667M
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operational budget	11 251 400		11 251 400	493 500	–	269 400	12 014 300	1 497 300	13 511 600
Staff budget	21 945 600	(55 000)	21 890 600	678 900	(1 132 500)	81 000	21 518 000		21 518 000
Total, Major Programme III	33 197 000	(55 000)	33 142 000	1 172 400	(1 132 500)	350 400	33 532 300	1 497 300	35 029 600

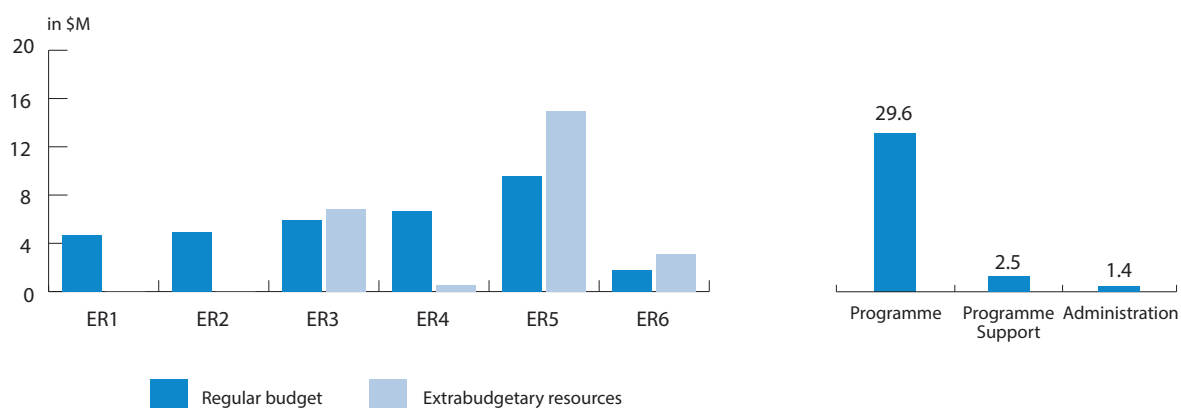
For detailed explanations of the columns shown above, please refer to “Technical note on budgeting methodologies used in the Draft Budget for 2016-2017 (38 C/5)” under Technical Note and Annexes.

Main Line of Action / Expected result (ER)	Draft 38 C/5 ZNG (\$653M)			Reinforcement	Draft 38 C/5 ZNG+ (\$667M)			Extra-budgetary Resources ⁽¹⁾
	Operational budget	Staff budget	Total		Operational budget	Staff budget	Total	
	\$	\$	\$	\$	\$	\$	\$	\$
MLA 1 Mobilizing future-oriented research, knowledge and policy-making to support social transformations, social inclusion and intercultural dialogue	5 347 800	10 172 900	15 520 700	695 400	6 043 200	10 172 900	16 216 100	6 872 500
ER1 Future-oriented social science and humanities research on social transformations and intercultural dialogue enhanced through the uses of sustainability science as well as fully inclusive Human rights-based and gender-sensitive initiatives to strengthen national social science policy and international scientific cooperation	1 652 000	3 013 200	4 665 200	208 000	1 860 000	3 013 200	4 873 200	-
ER2 Initiatives based on Human rights approach in education, culture, the sciences, communication and information developed that support social transformations for the emergence of more inclusive societies and greater intercultural dialogue	2 129 700	2 807 900	4 937 600	216 100	2 345 800	2 807 900	5 153 700	-
ER3 Capacities of decision-makers, civil society organizations and other key stakeholders strengthened, to design and implement innovative proposals for the development of public policies in favour of social inclusion and intercultural dialogue, particularly targeting disadvantaged populations	1 566 100	4 351 800	5 917 900	271 300	1 837 400	4 351 800	6 189 200	6 872 500
MLA2 Empowering Member States to manage the ethical, legal, environmental and societal implications of scientific and technological challenges with a view to achieving inclusive and sustainable social development	2 509 800	4 154 900	6 664 700	295 000	2 804 800	4 154 900	6 959 700	500 500
ER4 Capacities of Member States strengthened to manage bioethical challenges and engage fully in debates on bioethics and on identification of the ethical, legal and social implications of cutting-edge science, emerging technologies and their application for sustainable development	2 509 800	4 154 900	6 664 700	295 000	2 804 800	4 154 900	6 959 700	500 500
MLA3 Building policies through a participatory process with stakeholders in both the fields of youth and of sports; supporting youth development and civic engagement	4 156 700	7 190 200	11 346 900	506 900	4 663 600	7 190 200	11 853 800	18 046 100
ER5 Capacities of Member States strengthened to design and implement multi-stakeholder and inclusive public youth policies and young women and men engaged in community building and democratic processes	3 608 500	5 978 300	9 586 800	425 800	4 034 300	5 978 300	10 012 600	14 979 000

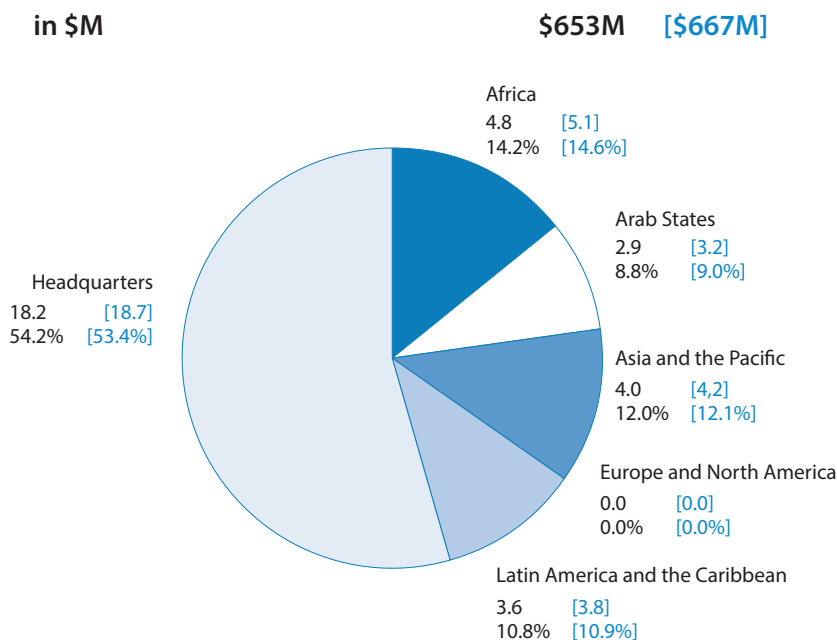
Main Line of Action / Expected result (ER)	Draft 38 C/5 ZNG (\$653M)			Reinforcement	Draft 38 C/5 ZNG+ (\$667M)			Extra-budgetary Resources ⁽¹⁾
	Operational budget	Staff budget	Total		Operational budget	Staff budget	Total	
	\$	\$	\$	\$	\$	\$	\$	\$
ER6 Multi-stakeholder and inclusive public policies designed and implemented by Member States in the field of physical education, sports and anti-doping	548 200	1 211 900	1 760 100	81 100	629 300	1 211 900	1 841 200	3 067 100
Total, Major Programme III	12 014 300	21 518 000	33 532 300	1 497 300	13 511 600	21 518 000	35 029 600	25 419 100

(1) Projects to be implemented in 2016-2017 for which funds have been received or firmly committed, plus posts financed from Programme Support Costs (PSC) account.

Total resources (staff and operational budget) Regular Programme and Extrabudgetary by result and Regular Programme breakdown by RBB categories (Programme / Programme Support / Administration) for 38 C/5 Draft ZNG (\$653M)



Distribution of Regular Programme resources by Region and Headquarters (staff and operational budget) for Draft 38 C/5 ZNG (\$653M) and ZNG+ (\$667M)



Indicative Sector's contribution to Global Priorities

	Priority Africa		Priority Gender Equality	
	\$	%	\$	%
Draft 38 C/5 ZNG (\$653M)	2 665 100	22.2%	3 274 600	27.3%
Draft 38 C/5 ZNG+ (\$667M)	3 000 400	22.2%	3 725 800	27.6%

Major Programme III

Social and human sciences

Key implications of the ZNG and ZNG+ scenarios

According to the indicative budget envelopes, MP III would operate with an overall budget of \$33 532 300 under the \$653M budget scenario, or \$35 029 600 if the \$667M ZNG + budget is approved. Nevertheless, the additional \$1 497 300 under the ZNG+ scenario would entirely be utilized to reinforce operational activities, mostly in the Field, as staff costs will be pegged at the level of the ZNG scenario.

Beyond the overall improved ratio of operational activity vs staff costs, global priorities were reinforced. Decentralization to Africa is enhanced, both in terms of activity budgets and staff positions in the multisectoral regional offices. Commitment to addressing gender equality across its programme activities will be maintained.

The draft 38 C/5 proposal improves the decentralization of the total operational budget to at least 62.9%. Africa receives the greatest share (22.8%), while Arab States, Asia and Pacific, and Latin America & the Caribbean will each get a share of 13.3% of the operational budget.

The following text contains all the expected results of the 37 C/5 Approved, as revised to reflect the \$653 million scenario. It also includes, when relevant, revised parts of the narrative text of document 37 C/5 Approved

Taking account of the shared and cross-cutting objectives and modalities summarized above, MP III will structure its work along three Main lines of action. In comparison with the 37 C/5 Approved, previous ER2 and ER8 have been merged into ER2, previous ER4 and ER5 have been merged into ER4.

Major Programme III – Social and human sciences			
37 C/4 Strategic Objective	SO 6 Supporting inclusive social development, fostering intercultural dialogue for the rapprochement of cultures and promoting ethical principles		
37 C/5 Main lines of action	MLA 1: Mobilizing future-oriented research, knowledge and policy-making to support social transformations, social inclusion and intercultural dialogue	MLA 2: Empowering Member States to manage the ethical, legal, environmental and societal implications of scientific and technological challenges with a view to achieving inclusive and sustainable social development	MLA 3: Building policies through a participatory process with stakeholders in both the fields of youth and of sports; supporting youth development and civic engagement
Expected results	<p>ER 1: Future-oriented social science and humanities research on social transformations and intercultural dialogue enhanced through the uses of sustainability science as well as fully inclusive Human rights-based and gender-sensitive initiatives to strengthen national social science policy and international scientific cooperation</p> <p>ER 2: Initiatives based on Human rights approach in education, culture, the sciences, communication and information developed that support social transformations for the emergence of more inclusive societies and greater intercultural dialogue</p> <p>ER 3: Capacities of decision-makers, civil society organizations and other key stakeholders strengthened, to design and implement innovative proposals for the development of public policies in favour of social inclusion and intercultural dialogue, particularly targeting disadvantaged populations</p>	ER 4: Capacities of Member States strengthened to manage bioethical challenges and engage fully in debates on bioethics and on the identification of the ethical, legal and social implications of cutting-edge science, emerging technologies and their application for sustainable development	<p>ER 5: Capacities of Member States strengthened to design and implement multi-stakeholder and inclusive public youth policies and young women and men engaged in community building and democratic processes</p> <p>ER 6: multi-stakeholder and inclusive public policies designed and implemented by Member States in the field of physical education, sports and anti-doping</p>

Main Line of Action 1: Mobilizing future-oriented research, knowledge and policy-making to support social transformations, social inclusion and intercultural dialogue

.03013

Launched under the umbrella of MOST in 2012-2013, the new programme on social inclusion for developing institutional capacities at national and municipal levels to assess, compare and reform national policy and regulatory frameworks with a view to increasing their inclusiveness and social sustainability will be continued. Activities in this connection will be informed by the findings of UN human rights monitoring mechanisms, and notably those of the Universal Periodic Review (UPR), bringing to the forefront patterns of exclusion and gender inequalities, as well as barriers and structural causes that impede the social inclusion and/or non-discrimination of most vulnerable groups and their universal access to quality services. Within this context, the Organization will: a) promote and adapt methodologies for assessing the level of inclusiveness and social sustainability of public policies and regulatory frameworks; b) conduct a coordinated and participatory national policy analysis and reviews, identification of policy good practices and gaps, and formulation of country specific options (including costing) for policy reform; c) provide technical support and policy advice to governments and duty-bearers for the operationalization of the policy scenarios, and the design of socially inclusive policies and planning processes that acknowledge and take into consideration the roles and contributions of women and men. Across the Organization, efforts will be made to further mainstream human rights, including women's rights, in all programmes and activities of the Organization. In this connection, the focus will be placed on reinforcing the knowledge base on the implications of applying a human rights-based approach (HRBA) within UNESCO programmes in education, the sciences, culture and communication with adaptation of existing tools and knowledge resources produced by the UN system. In addition, a coordinating function will be fulfilled to ensure dialogue and interaction across the Organization as well as a coherent and systematic input to relevant interagency processes. Philosophy and capacities for critical thinking will be promoted by the involvement of the academic community and international networks and by allowing spaces of exchanges, including events to celebrate World Philosophy Day.

Expected results:

Expected Result 1: Future-oriented social science and humanities research on social transformations and intercultural dialogue enhanced through the uses of sustainability science as well as fully inclusive human rights-based and gender-sensitive initiatives to strengthen national social science policy and international scientific cooperation

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
1. Improved interdisciplinary social science and humanities cooperation through a strengthened MOST programme	– MOST Liaison Committees or other appropriate national mechanisms, including structured cooperation with National Commissions, in place in 50 member states

<i>Performance indicators</i>	<i>Targets 2017</i> 38 C/5 ZNG Budget \$653M
2. Innovative interdisciplinary research programming at national level in areas related to social transformations, social inclusion and intercultural dialogue	<ul style="list-style-type: none"> – <i>At least one thematic MOST network established and operating in each region with funding from national and international research programmes</i>
3. Inclusive international dialogue around alternative futures promoted through mobilization of foresight techniques, critical philosophical thinking and social innovation	<ul style="list-style-type: none"> – <i>Annual celebration of World Philosophy Day.</i> – <i>Organization of 2017 World Humanities Conference</i> – <i>Organization of at least one high-level futures-oriented event in each region</i>

Expected Result 2: Initiatives based on Human rights approach in education, culture, the sciences, communication and information developed that support social transformations for the emergence of more inclusive societies and greater intercultural dialogue

<i>Performance indicators</i>	<i>Targets 2017</i> 38 C/5 ZNG Budget \$653M
1. Number of initiatives undertaken, preferably addressing the challenges regarding the post-2015 agenda	<ul style="list-style-type: none"> – <i>3 initiatives in coordination with other Major Programme</i>
2. Human rights mainstreamed across UNESCO programmes with priority given to programming in UNDAF rollout and PCPD countries	<ul style="list-style-type: none"> – <i>At least two Sectors/departments of UNESCO apply HRBA in their workplans and in elaborating UNESCO Country Programming Documents (UCPD)</i> – <i>Increase in references made to human rights principles and standards in relevant workplans, reports, UCPDs and UPR analytical recommendations</i> – <i>HRBA modules focusing on the implementation of SDGs and targeting key UNESCO partners, such as regional organizations (i.e. African Union) and municipal authorities designed, tested and adapted for online use</i> – <i>Monitoring and Evaluation tools on integrating HRBA in SDGs relevant to UNESCO's mandate developed and tested in at least two regions</i>
3. Enhanced coordination of UNESCO's contribution to the United Nations Development Group human rights mainstreaming mechanism and other interagency mechanisms	<ul style="list-style-type: none"> – <i>42 UPR analytical submissions to the High Commissioner of Human Rights</i> – <i>UNESCO takes up a lead role in the delivery of specific initiatives relevant to its mandate within interagency mechanisms</i>

Expected Result 3: Capacities of decision-makers, civil society organizations and other key stakeholders strengthened, to design and implement innovative proposals for the development of public policies in favour of social inclusion and intercultural dialogue, particularly targeting disadvantaged populations

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
<p>1. Methodological instruments relying on available tools and good practices identified and online interactive modules developed to assess levels of inclusiveness and social sustainability of public policy and regulatory frameworks drawing upon recommendations of human rights monitoring mechanisms, including the Universal Periodic Review, in UNESCO's areas of competence</p>	<ul style="list-style-type: none"> - <i>State of the art study or publication of methodologies developed or adapted for measuring social inclusion to guide policy formulation done in collaboration with partners and in-kind contribution</i> - <i>Policy formulation initiatives in collaboration with partners launched in at least 4 regions.</i> - <i>An online policy tool designed and tested in at least 3 Field Offices (Africa and another region)</i>
<p>2. National and/or municipal policy assessments having integrated a gender equality dimension and putting forward social inclusiveness policy recommendations conducted in a coordinated and participatory manner, and roadmaps for policy formulation or reform endorsed by the authorities</p>	<ul style="list-style-type: none"> - <i>Social policies assessment and review carried out, applying foresight, in at least 10 countries at national or municipal level, including support to UNDAF and UNESCO Country Programming Documents (UCPD) outcomes on social inclusion to ensure their inclusiveness, operating preferably with MOST Liaison Committees and UNESCO Chairs</i> - <i>Building on the regional policy assessments and reviews carried out at national or municipal level, stakeholders workshops on the formulation and design of inclusive public policies organized in at least 4 selected regions</i>

Main Line of Action 2: Empowering Member States to manage the ethical, legal, environmental and societal implications of scientific and technological challenges with a view to achieving inclusive and sustainable social development

Expected Result 4: Capacities of Member States strengthened to manage bioethical challenges and engage fully in debates on bioethics and on the identification of the ethical, legal and social implications of cutting-edge science, emerging technologies and their application for sustainable development

<i>Performance indicators</i>	<i>Targets 2017</i> 38 C/5 ZNG Budget \$653M
<p>1. Number of supported countries which have established and/or reinforced their bioethics capacities</p>	<ul style="list-style-type: none"> – 6-12 countries – 12 capacity building trainings for ethics teacher and/or national bioethics committees (Assisting Bioethics Committee and Ethics Education Program frameworks). – 2 National Bioethics Committees established. – 7 Universities introducing the Core Curriculum – 1 new bioethics training course developed and launched for strategic stakeholders (judges and journalists). – 1 network of ABCs established and supported in AFR region – Inter-regional dialogue supported between AFR and LAC – Bioethics items raised in preparation of UNDAFs and UCPDs – Publication of training materials for judges.
<p>2. Number of reports with specific policy guidance produced as a result of global reflections on the ethical, legal and social implications of science and technology, with particular emphasis on bioethics.</p>	<ul style="list-style-type: none"> – 3 Reports, each taking into account Human Rights and Gender Equality perspectives. – IBC: 2 – COMEST: 1

Main Line of Action 3: Building policies through a participatory process with stakeholders in both the fields of youth and of sports; supporting youth development and civic engagement

Paragraph 03034 has been moved to paragraph 03013

Expected Result 5: Capacities of Member States strengthened to design and implement multi-stakeholder and inclusive public youth policies and young women and men engaged in community building and democratic processes

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
<p>1. Number of supported Member States that initiate a multistakeholder and inclusive process of formulation and/or review of their public policies on youth, including a gender equality dimension, with the participation of young women and men</p>	<ul style="list-style-type: none"> - <i>At least 7 countries (at least 3 in Africa and 1 per other region) initiate a multi-stakeholder and inclusive process of formulation and/or evidence-based review of their public policies on youth</i> - <i>At least 4 out of the 7 foreseen public policies on youth include a gender equality dimension</i> - <i>Representative national youth-led entities enabling youth engagement in public policy development on youth are initiated or strengthened in 7 countries (at least 3 countries in Africa and 1 per other region)</i>
<p>2. Number of youth-led projects supporting national development and community building and enabling youth civic engagement</p>	<ul style="list-style-type: none"> - <i>15 youth-led social innovative or entrepreneurial projects (of which 3 in Africa), in follow-up to the UNESCO Youth Forum across UNESCO's areas of competence;</i> - <i>15 community-building projects (of which 6 in Africa) led by vulnerable youth, including youth affected by violence, across UNESCO's areas of competence</i>
<p>3. Improved participation of youth, in particular young women, from countries in transition in democratic processes</p>	<ul style="list-style-type: none"> - <i>Level of participation increased in at least 2 countries in transition (where applicable in UNDAF or UCPD)</i> - <i>At least 40% of the participants in the actions undertaken are young women</i>
<p>4. Coordination within UNESCO and contribution to the UN collaborative work on youth, in particular through the Interagency Network on Youth Development, enhanced</p>	<ul style="list-style-type: none"> - <i>UNESCO-wide implementation plan for the UNESCO Youth Programme, presenting activities, timelines and resources, developed, updated, monitored and evaluated</i> - <i>At least 10 UN collaborative activities, projects and initiatives where UNESCO's contribution has been reflected and integrated including in UNDAFs and UCPDs</i>

Expected Result 6: Multi-stakeholder and inclusive public policies designed and implemented by Member States in the field of physical education, sports and anti-doping

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
<p>1. Guidelines for establishing national policy frameworks that guarantee access to sport for all, gender equality and improve the situation of physical education at school introduced in Member States</p>	<ul style="list-style-type: none"> – <i>At least 12 countries have held national stakeholder meetings</i> – <i>12 regional or subregional follow-up meetings analyze MINEPS V implementation</i>
<p>2. International platform for sharing information between sport bodies, governments and other relevant stakeholders to address corruption in sport and the manipulation of sport competitions operational and training tools put at disposal of authorities</p>	<ul style="list-style-type: none"> – <i>A set of training tools for authorities is tested and ready for use</i>
<p>3. National anti-doping policies enacted in accordance with the 2005 International Convention against Doping in Sport</p>	<ul style="list-style-type: none"> – <i>185 States Parties to the Convention</i> – <i>75% of States Parties have achieved the compliance level</i> – <i>90 projects approved under the Fund</i>

MP IV

Culture



Major Programme IV

Culture

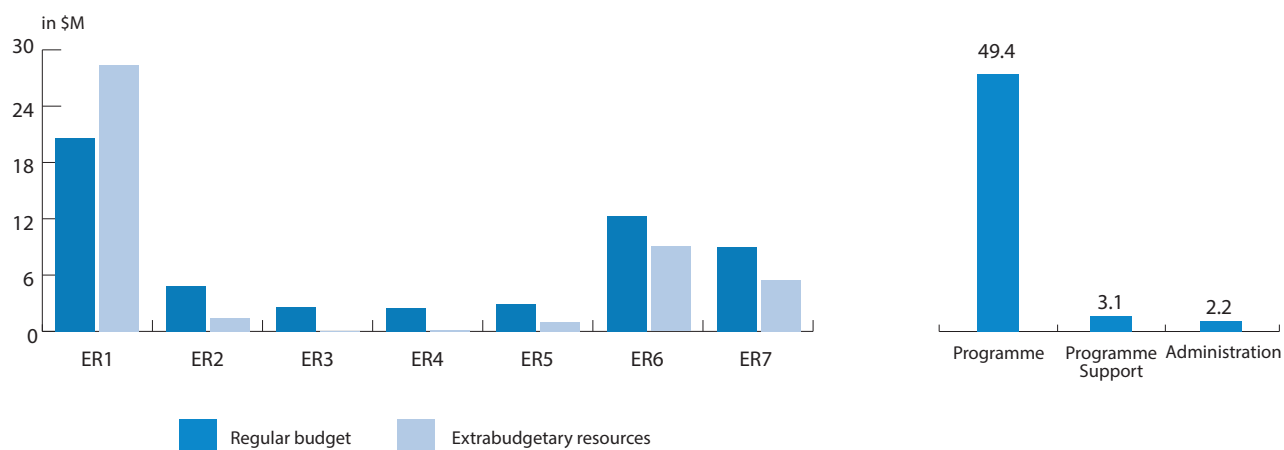
Regular Budget									
	37 C/5 Approved	Comparative transfers In/ (Out)	37 C/5 Approved as adjusted	Recosting/ Technical adjustment	Lapse factor adjustment (0% to 5%)	38 C/5 Increase/ (Decrease) in real terms	Total 38 C/5 Proposed ZNG \$653M	Reinforcement	Total 38 C/5 Proposed ZNG+ \$667M
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operational budget	15 277 700	-	15 277 700	657 700	-	3 819 100	19 754 500	2 424 900	22 179 400
Staff budget	38 844 000	(115 000)	38 729 000	1 153 000	(1 840 400)	(3 074 000)	34 967 600	-	34 967 600
Total, Major Programme IV	54 121 700	(115 000)	54 006 700	1 810 700	(1 840 400)	745 100	54 722 100	2 424 900	57 147 000

For detailed explanations of the columns shown above, please refer to "Technical note on budgeting methodologies used in the Draft Budget for 2016-2017 (38 C/5)" under Technical Note and Annexes.

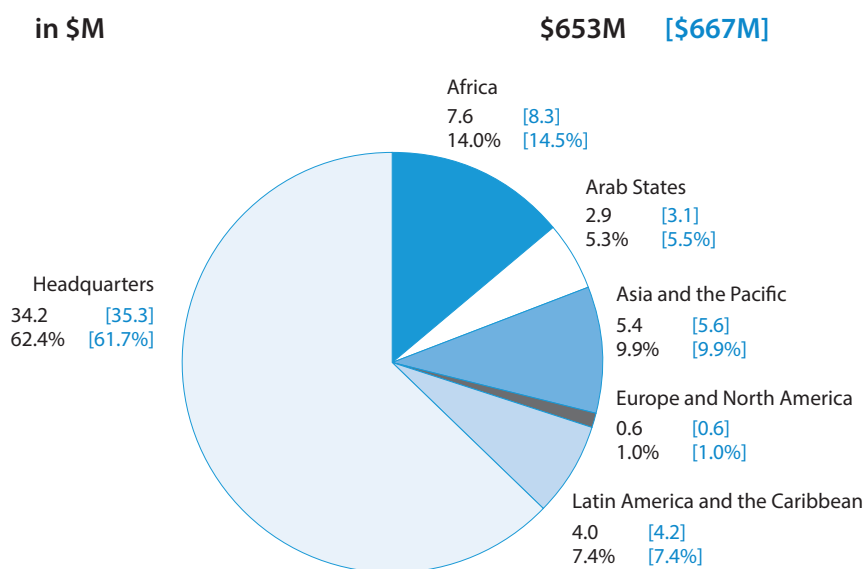
Main Line of Action / Expected result (ER)	Draft 38 C/5 ZNG (\$653M)			Reinforce- ment	Draft 38 C/5 ZNG+ (\$667M)			Extra- budgetary Resources ⁽¹⁾
	Operational budget	Staff budget	Total		Operational budget	Staff budget	Total	
	\$	\$	\$	\$	\$	\$	\$	\$
MLA 1 Protecting, conserving, promoting and transmitting culture, heritage and history for dialogue and development	11 928 500	21 511 400	33 439 900	1 813 800	13 742 300	21 511 400	35 253 700	32 628 700
ER1 Tangible heritage identified, protected, monitored and sustainably managed by Member States, in particular through the effective implementation of the 1972 Convention	6 475 800	14 071 200	20 547 000	1 152 000	7 627 800	14 071 200	21 699 000	28 986 000
ER2 Policy dialogue promoted to combat illicit import, export and transfer of ownership of cultural property through enhanced, strengthened and more efficient international cooperation, including the implementation of the 1970 Convention and enhanced capacities of museums	1 946 800	2 911 800	4 858 600	163 900	2 110 700	2 911 800	5 022 500	1 386 800
ER3 Global, strategic and forward-looking directions developed and applied through the effective implementation of the 1954 Convention and its two Protocols and multiplier effect achieved	1 238 500	1 342 100	2 580 600	341 400	1 354 800	1 567 200	2 922 000	59 500
ER4 Global, strategic and forward-looking directions developed and applied through the effective implementation of the 2001 Convention and multiplier effect achieved	708 600	1 792 300	2 500 900	51 100	984 800	1 567 200	2 552 000	174 500
ER5 Access to knowledge enhanced through the promotion of shared history and memory for reconciliation and dialogue	1 558 800	1 394 000	2 952 800	105 400	1 664 200	1 394 000	3 058 200	1 021 900
MLA 2 Supporting and promoting the diversity of cultural expressions, the safeguarding of the intangible cultural heritage, and the development of cultural and creative industries	7 826 000	13 456 200	21 282 200	611 100	8 437 100	13 456 200	21 893 300	14 523 200
ER6 National capacities strengthened and utilized to safeguard the intangible cultural heritage, including indigenous and endangered languages, through the effective implementation of the 2003 Convention	4 211 700	8 081 500	12 293 200	336 300	4 548 000	8 081 500	12 629 500	9 036 400
ER7 National capacities strengthened and utilized for the development of policies and measures to promote the diversity of cultural expressions, in particular through the effective implementation of the 2005 Convention	3 614 300	5 374 700	8 989 000	274 800	3 889 100	5 374 700	9 263 800	5 486 800
Total, Major Programme IV	19 754 500	34 967 600	54 722 100	2 424 900	22 179 400	34 967 600	57 147 000	46 151 900

⁽¹⁾ Projects to be implemented in 2016-2017 for which funds have been received or firmly committed, plus posts financed from Programme Support Costs (PSC) account.

Total resources (staff and operational budget) Regular Programme and Extrabudgetary by result and Regular Programme breakdown by RBB categories (Programme / Programme Support / Administration) for 38 C/5 Draft ZNG (\$653M)



Distribution of Regular Programme resources by Region and Headquarters (staff and operational budget) for Draft 38 C/5 ZNG (\$653M) and ZNG+ (\$667M)



Indicative Sector's contribution to Global Priorities

	Priority Africa		Priority Gender Equality	
	\$	%	\$	%
Draft 38 C/5 ZNG (\$653M)	2 700 000	13.7%	1 329 900	6.7%
Draft 38 C/5 ZNG+ (\$667M)	3 320 000	15.0%	1 579 600	7.1%

Major Programme IV

Culture

Key implications of the ZNG and ZNG+ scenarios

With a ZNG+ budget (\$667M compared to \$653M), Major Programme IV would be able to extend the reach of its policy advice, capacity building and technical assistance at regional and national level. For example, under Expected Result 1, it would be possible to provide capacity building assistance to staff at ten additional World Heritage Properties (170 as opposed to 160 under a ZNG budget); while under Expected Result 2, at least 120 instead of 110 countries could benefit from awareness raising activities. Regarding Expected Result 5, the ZNG+ budget would permit an increase in the number of institutions (from 15 to 20), research studies (from 4 to 5), networks (from 5 to 17) and events (from 15 to 20), contributing to better knowledge and awareness raising on the slave trade and slavery. The ZNG+ budget would also mean it would be possible to develop knowledge management capacities and systems as well as its global awareness raising work. With respect to Expected Result 6, it would be possible to assist 36 instead of 32 States to revise or develop policies and to strengthen human and institutional resources in 60 instead of 57 States; while under Expected Result 7, it would be possible to do this in 28 instead of 25 States. Finally, the proposed integrated heritage education programme, common to expected results 1, 2, 3, 4 and 6 could be developed under the regular budget instead of through as yet non-existent extrabudgetary funds.

The following text contains all the expected results of the 37 C/5 Approved, as revised to reflect the \$653 million scenario. It also includes, when relevant, revised parts of the narrative text of document 37 C/5 Approved.

04001 Action in the second biennium (38 C/5) of the Medium Term Strategy 2014-2021 (37 C/4) will promote the pivotal role of culture, heritage and creativity as a means of achieving sustainable development and peace. It will do so by implementing strategic objectives 7 “Protecting, promoting and transmitting heritage” and 8 “Fostering creativity and the diversity of cultural expressions”, through 2 Main Lines of Action and 7 expected results, in order to demonstrate the power of culture as a driver and enabler of peace and sustainable development through the Organization’s flagship programmes and standard-setting instruments.

04002 Through its core functions as standard-setter, capacity-builder and catalyst for international cooperation, UNESCO will sustain and strengthen its leadership in Culture by pursuing its action at international, regional and country level and by further mainstreaming of the culture dimension in national and international development policies and strategies. This will be done in the context of the UN Reform and Delivering as One, the achievement of internationally agreed development goals, and the contribution of culture as an enabler and a driver in implementing the Post-2015 UN Development agenda.

04004

Under the first MLA, entitled ‘Protecting, conserving, promoting and transmitting culture, heritage and history for dialogue and development’, action to protect, conserve, and promote heritage will remain a key priority in order to underscore the central role of heritage in promoting sustainable development, reconciliation and dialogue within and among countries and especially in urban contexts. Specific actions to raise the awareness of youth about heritage values will also be pursued. Relationships with other relevant Conventions, including the Convention on Biological Diversity, and the Ramsar Convention, as well as Intergovernmental Programmes such as the Intergovernmental Oceanographic Commission (IOC) and the Man and the Biosphere Programme (MAB) will be strengthened in order to maximize the wise and sustainable management of these irreplaceable assets. Flagship initiatives on cultural interactions and intercultural dialogue such as the Slave Route project and the pedagogical use of UNESCO’s General and Regional Histories, in particular the General History of Africa, will also be pursued. The social and educational roles of museums as vectors for intercultural dialogue will be explored and their links with all the cultural conventions developed, and in particular with the 1970 Convention to better combat the illicit trafficking of cultural property.

Strategic Objective 7: Protecting, promoting and transmitting heritage

Main Line of Action 1: Protecting, conserving, promoting and transmitting culture, heritage and history for dialogue and development

04013

The growing incidence of conflicts and natural disasters facing cultural and natural heritage demonstrates the urgent need to advocate and support the development and implementation of disaster risk prevention and management strategies, including capacity building, which also take into account the contributions of indigenous knowledge. Efforts will be made to target assistance specifically to post-conflict and post-natural disaster countries, also taking cultural factors into account in reconciliation and reconstruction processes under initiatives launched by the United Nations as appropriate. Special emphasis will be placed on protecting heritage for sustainable development and resilience, strengthening preparedness, mitigating risks and managing them in times of conflicts and disasters.

04014

Partnerships will be developed with key stakeholders of the Conventions and their Protocols, as well as with key humanitarian, security and development actors, including but not limited to the United Nations Department of Peace-Keeping Operations, the United Nations Office on Drugs and Crime and the United Nations Division for Ocean Affairs and the Law of the Sea, as well as the International Committee of the Red Cross, INTERPOL, the World Customs Organizations, UNIDROIT, ICOM, ICOMOS, IUCN, ICCROM, ICA, IFLA, the International Committee of the Blue Shield, actors of the international art market, the military and law-enforcement agencies, and cultural heritage professionals.

04018

Youth education and volunteer activities will remain priorities, as they provide children and youth with basic knowledge on heritage conservation and values, develop mutual understanding and networks among students and teachers of participating countries and raise awareness amongst local communities about their heritage. New partnerships will be developed in this regard. In a new departure, efforts to develop complementary tools for all the heritage related conventions will be pursued through an integrated heritage education programme.

Expected result 1: Tangible heritage identified, protected, monitored and sustainably managed by Member States, in particular through the effective implementation of the 1972 Convention

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
1. Governing bodies of the 1972 Convention supported through the effective organization of statutory meetings	– <i>Four ordinary sessions of the Intergovernmental Committee and two sessions of the General Assembly organized</i>
2. Number of World Heritage properties where capacity of staff is enhanced, including in collaboration with category 2 Institutes and centres	– <i>At least 160 sites</i>
3. Number of States Parties which develop new or revised Tentative Lists and percentage of nomination dossiers conforming to prescribed requirements	– <i>70 States Parties develop new or revised Tentative Lists</i> – <i>75% of nomination dossiers conforming to prescribed requirements</i> – <i>17% of dossiers conforming to prescribed requirements coming from underrepresented or non-represented States Parties</i>
4. Number of World Heritage properties which contribute to sustainable development	– <i>At least 6 case studies in each region demonstrating how management of World Heritage properties contributes to sustainable development</i> – <i>At least 35 World Heritage properties in priority regions or countries benefit from specific conservation projects linked to topics such as Danger List, conflicts, disasters, tourism management, urbanization and climate change</i>
5. Number of stakeholders contributing to conservation, thematic priorities and awareness-raising	– <i>14 partnerships (new or renewed) for conservation involving youth education, sites in danger, Africa or communities</i> – <i>1,500 participants in Heritage Volunteers campaigns</i> – <i>Two regions pilot the integrated heritage education programme developed in collaboration with ERs 2, 3, 4 and 6</i>
6. Number of World Heritage properties where the balanced contribution of women and men to conservation is demonstrated	– <i>At least 25 sites</i>

Expected result 2: Policy dialogue promoted to combat illicit import, export and transfer of ownership of cultural property through enhanced, strengthened and more efficient international cooperation, including the implementation of the 1970 Convention and enhanced capacities of museums

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
1. Governing bodies supported through the effective organization of statutory meetings	– <i>8 statutory meetings related to the Convention and return and restitution of cultural property organized</i> – <i>Adoption of the Operational Guidelines for the Implementation of the 1970 Convention by the Meeting of States Parties</i>

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
2. Number of cases of return and restitution of cultural property considered	<ul style="list-style-type: none"> – <i>At least 2 new requests for return or restitution submitted to the Intergovernmental Committee for Promoting the Return of Cultural Property to its Countries of Origin, or its Restitution in case of Illicit Appropriation (ICPRCP), or resolved through the good offices of the Secretariat</i> – <i>2 cases for mediation or conciliation presented</i>
3. Number of States Parties to the 1970 Conventions increased	<ul style="list-style-type: none"> – <i>10 new ratifications</i>
4. Number of various stakeholders contributing to protection, thematic priorities and awareness raising	<ul style="list-style-type: none"> – <i>2 regions pilot the integrated heritage education tool developed in collaboration with ERs 1,3,4 and 6</i> – <i>At least 25 countries benefiting from capacity-building activities</i> – <i>At least 110 countries benefiting from awareness-raising activities</i>
5. Number of reports on the implementation of the 1970 Convention at the national level provided by Parties analyzed and monitored	<ul style="list-style-type: none"> – <i>At least 50 national reports</i>
6. Enhanced gender balance amongst experts/ participants in human and institutional capacity workshops related to the implementation of the 1970 Convention and to the role of museums	<ul style="list-style-type: none"> – <i>At least 40 % experts/participants are women</i>
7. Social, economic and educational roles of museums as vectors for sustainable development and intercultural dialogue promoted and capacities of museum professionals developed	<ul style="list-style-type: none"> – <i>at least 4 regional meetings or workshops organized for promoting the new museum instrument (extrabudgetary)</i> – <i>4 customized training activities with emphasis on Africa and LDCs in order to assist Member States in adapting national legal framework (extrabudgetary)</i>
8. Museum's roles enhanced in management of collections in particular fighting illicit trafficking in cultural property	<ul style="list-style-type: none"> – <i>4 regional trainings or workshops organized for strengthening capacities of museum professionals (extrabudgetary)</i> – <i>3 inventories improved (extrabudgetary)</i>

Expected result 3: Global, strategic and forward-looking directions developed and applied through the effective implementation of the 1954 Convention and its two Protocols and multiplier effect achieved

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
1. Governing bodies of the 1954 Convention and its 1999 Second Protocol supported through the effective organization of statutory meetings	<ul style="list-style-type: none"> – <i>8 statutory meetings organized</i> – <i>4 ordinary meetings of the Committee for the Protection of Cultural Property in the Event of Armed Conflict</i> – <i>2 ordinary Meetings of the High Contracting Parties to the 1954 Hague Convention</i> – <i>2 ordinary Meetings of the Parties to the Second Protocol to the Hague Convention</i>

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
2. International or other assistance under the Second Protocol; contributions to the Fund for the Protection of Cultural Property in the Event of Armed Conflict increased	– 5 grants
3. New cultural property entered on the List of Cultural Property under Enhanced Protection and tentative lists submitted	– 6 cultural properties entered on the List – 10 tentative lists submitted
4. Nomination of properties for inscription on the World Heritage List which include Optional elements related to the granting of enhanced protection under the 1999 Second Protocol to the 1954 Hague Convention	– 6 properties nominated
5. Number of States Parties to the 1954 (and its two Protocols) Convention increased	– 12 new ratifications of the Convention and both Protocols (at least four each in Africa)
6. Number of various stakeholders contributing to protection, thematic priorities and awareness-raising	– Substantive involvement of both State and non-State stakeholders in at least two major international events – 2 regions pilot the integrated heritage education tool developed in collaboration with ERs 1,2,4 and 6
7. Number of reports on the national implementation of the Hague Convention and its two Protocols	– 30 reports

Expected result 4: Global, strategic and forward-looking directions developed and applied through the effective implementation of the 2001 Convention and multiplier effect achieved

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
1. Governing bodies of the 2001 Convention supported through the effective organization of statutory meetings	– 6 statutory meetings organized – 2 meeting of States Parties – 4 meetings of Advisory Body and assistance missions organized
2. Number of States Parties to the 2001 Convention increased	– At least 12 new ratifications – At least two regional meetings
3. Number of various stakeholders contributing to protection, thematic priorities and awareness-raising	– Substantive involvement of State and non-State stakeholders, capacity higher – Two regions pilot the integrated heritage education programme developed in collaboration with ERs 1,2,3 and 6 – At least one publication – At least one scientific conference
4. Effective implementation of the Convention by its States Parties; full harmonization of national laws	– organization of at least 2 training courses – assistance in at least 2 activities dedicated to revision of laws

Expected result 5: Access to knowledge enhanced through the promotion of shared history and memory for reconciliation and dialogue

<i>Performance indicators</i>	<i>Targets 2017</i> 38 C/5 ZNG Budget \$653M
1. Number of institutions, research studies, networks and events, which contribute to a better knowledge and awareness raising on the slave trade and slavery	– At least 15 institutions, 4 multidisciplinary research, 5 networks and 15 events
2. Number of Pedagogical contents based on the General History of Africa integrated into formal and non-formal education in African countries	– 3 contents, 3 teachers' guides and 3 accompanying materials for African primary and secondary schools and 1 content for Higher education developed and used in 30 African countries (extrabudgetary)
3. Number of chapters of the volumes IX drafted and validated by the Scientific Committee	– At least 240 chapters drafted and validated (extrabudgetary)
4. Number of partners who promote the contribution of Arab and Islamic world to the general progress of humanity	– At least 70 (extrabudgetary)
5. Number of partners, who join the Network of Silk Roads Online Platform and promote knowledge on the Silk Roads	– At least 35 (extrabudgetary)

Strategic Objective 8: Fostering creativity and the diversity of cultural expressions

Main Line of Action 2: Supporting and promoting the diversity of cultural expressions, the safeguarding of the intangible cultural heritage, and the development of cultural and creative industries

04032

The Creative Cities Network will be further developed, through extrabudgetary resources, to better capitalize on cities and local governments as major partners for promoting sustainable development through international cooperation between cities of developed and developing countries. In this regard, the Network will continue to explore the challenges of rapid global urbanization and urban renewal and further promote cities as hubs of creativity and innovation. Emphasis will be given to the growth of the network, in numbers of cities and quality of exchanges by offering leverage for stronger interaction between stakeholders: private and public sectors, decision makers and civil society, in particular in developing countries and Africa. Programmes will be developed jointly with the cities for poverty alleviation and improved social balance between communities.

Expected result 6: National capacities strengthened and utilized to safeguard the intangible cultural heritage, including indigenous and endangered languages, through the effective implementation of the 2003 Convention

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
1. Governing bodies of the 2003 Convention exercise sound governance thanks to effective organization of their statutory meetings	<ul style="list-style-type: none"> – 2 General Assembly, 4 Committee and 9 Advisory Bodies meetings organized – 2 expert meetings, 1 Working group organized
2. Number of supported Member States utilizing strengthened human and institutional resources for intangible cultural heritage and integrating ICH into national policies	<ul style="list-style-type: none"> – Policies developed or revised in 32 States and human and institutional resources strengthened in 57 States – Two regions pilot the integrated heritage education programme developed in collaboration with ERs 1,2,3 and 4 (extrabudgetary)
3. Percentage of UNESCO-trained female cultural professionals who then contribute to national-level decision-making processes in the field of culture	<ul style="list-style-type: none"> – 15% of UNESCO-trained female cultural professionals then contribute to national-level decision-making processes in the field of culture
4. Number of safeguarding plans for intangible cultural heritage, including indigenous and endangered languages, developed and/ or implemented by Member States	<ul style="list-style-type: none"> – 200 plans developed and/or implemented – Technical assistance provided to 10 Member States for implementation
5. Number of international assistance requests submitted and effectively implemented by Member States, nominations submitted by Member States and best practices submitted by Member States and disseminated by them and other stakeholders	<ul style="list-style-type: none"> – 60 international assistance requests processed – and 15 projects implemented – 130 nominations and one best practices promoted
6. Number of periodic reports on the implementation of the Convention at the national levels submitted by States Parties and examined by Committee, and number addressing gender issues and describing policies promoting equal access to and participation in cultural life	<ul style="list-style-type: none"> – 105 reports, of which 60 address gender issues
7. Number of States Parties to the Convention increased	<ul style="list-style-type: none"> – 15 new States Parties of which 4 from Africa
8. Number of organizations within and outside the United Nations system, civil society, and the private sector contributing to programme delivery	<ul style="list-style-type: none"> – 30 NGOs accredited, 40 NGOs renewed – At least seven category 2 centres fully contributing to supporting UNESCO's programme for effective implementation of the 2003 Convention
9. Number of stakeholders involved in the implementation of the Convention contributing information to the knowledge-management system	<ul style="list-style-type: none"> – At least 720 stakeholders contributing – 175 new pages dedicated to capacity-building and policy benchmarking

Expected result 7: National capacities strengthened and utilized for the development of policies and measures to promote the diversity of cultural expressions, in particular through the effective implementation of the 2005 Convention

<p>1. Governing bodies of the 2005 Convention supported through the effective organization of statutory meetings</p>	<p>– 2 Conference of Parties and 4 Intergovernmental Committee organized</p>
<p>2. Number of national policies and measures and human and institutional resources that promote the diversity of cultural expressions, including cultural goods, services and activities, developed and/or strengthened</p>	<p>– Policies and measures developed or revised and human and institutional resources strengthened in 25 States</p>
<p>3. International assistance requests processed and projects effectively implemented and monitored (IFCD)</p>	<p>– 400 international assistance requests processed and 100 projects implemented and monitored</p>
<p>4. Number of quadrennial periodic reports on the implementation of the Convention at the country level provided by Parties processed and analyzed</p>	<p>– 100 reports processed and analyzed – 50 best practices collected and disseminated, including 20% promoting women’s participation in the creation, production and dissemination of cultural goods and services</p>
<p>5. Number of Parties to the Convention increased</p>	<p>– 15 new Parties</p>
<p>6. Knowledge produced by stakeholders involved in the implementation of the Convention available through a knowledge-management system</p>	<p>– 80 stakeholders contributing; – 100% increase of number of pages dedicated to capacity-building, policy benchmarking, indicator development/data collection</p>
<p>7. Number of organizations within and outside the United Nations system, civil society, and the private sector contributing to programme delivery</p>	<p>– Five formal partnerships established or renewed; – 30% increase in the participation of civil society in governance mechanisms of the Convention</p>
<p>8. Cities in industrialized and developing countries collaborate to enhance creativity and creative economies</p>	<p>– At least 40 new cities, including 15 in Africa, the Arab States, the Caribbean and the Pacific, become members of the Creative Cities Network (extrabudgetary); – 8 network activities jointly designed to strengthen the role of cities in economic, social and cultural development (extrabudgetary)</p>
<p>9. Creativity, arts and design used as tool for sustainable development, especially in developing countries</p>	<p>– At least 32 cultural projects financed under the International Fund for the Promotion of Culture at least 70% of which in developing countries (extrabudgetary) – 5 partnership agreements concluded or renewed, foreseeing North-South or South-South cooperation, and ensuring at least 70 awarded fellowships in the field of arts and design, on a total of 80 (extrabudgetary)</p>
<p>10. Young people’s capacities for cultural expression and creativity, dialogue and social cohesion strengthened through the arts</p>	<p>– Third World Conference on arts education (extrabudgetary)</p>



MP V

Communication and information

Major Programme V

Communication and information

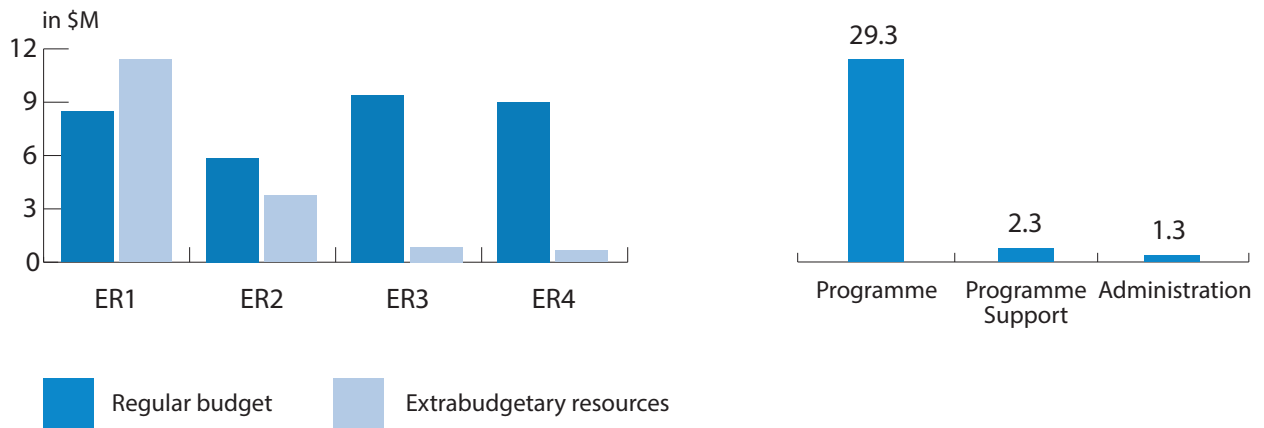
Regular Budget									
	37 C/5 Approved	Comparative transfers In/ (Out)	37 C/5 Approved as adjusted	Recosting/ Technical adjustment	Lapse factor adjustment (0% to 5%)	38 C/5 Increase/ (Decrease) in real terms	Total 38 C/5 Proposed ZNG \$653M	Reinforcement	Total 38 C/5 Proposed ZNG+ \$667M
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operational budget	13 378 600		13 378 600	653 400	-	139 700	14 171 700	1 468 400	15 640 100
Staff budget	19 336 000	(62 000)	19 274 000	693 000	(985 900)	(249 000)	18 732 100		18 732 100
Total, Major Programme V	32 714 600	(62 000)	32 652 600	1 346 400	(985 900)	(109 300)	32 903 800	1 468 400	34 372 200

For detailed explanations of the columns shown above, please refer to “Technical note on budgeting methodologies used in the Draft Budget for 2016-2017 (38 C/5)” under Technical Note and Annexes.

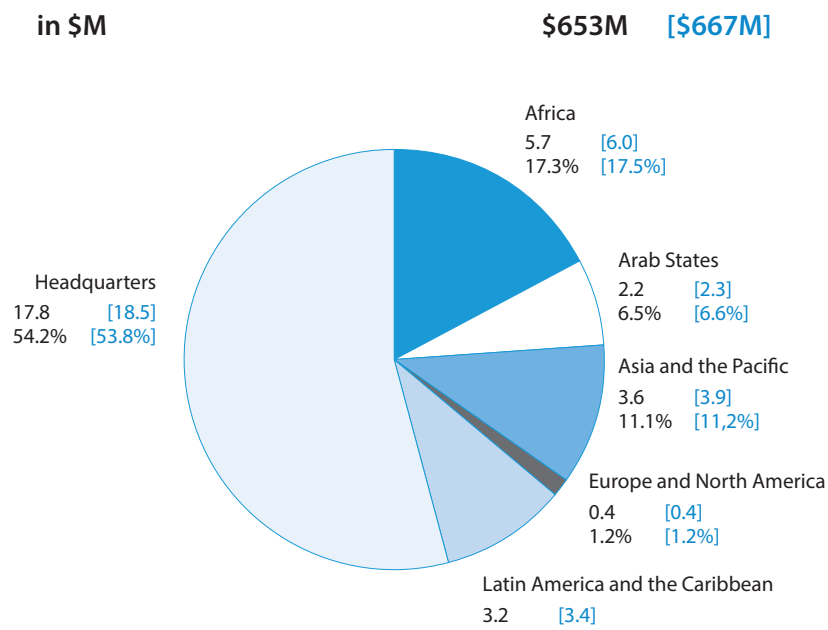
Main Line of Action / Expected result (ER)	Draft 38 C/5 ZNG (\$653M)			Reinforcement	Draft 38 C/5 ZNG+ (\$667M)			Extra-budgetary Resources ⁽¹⁾
	Operational budget	Staff budget	Total		Operational budget	Staff budget	Total	
	\$	\$	\$	\$	\$	\$	\$	\$
MLA 1 Promoting an enabling environment for freedom of expression, press freedom and journalistic safety, facilitating pluralism and participation in media, and supporting sustainable and independent media institutions	5 810 400	8 585 200	14 395 600	602 000	6 412 400	8 585 200	14 997 600	15 205 500
ER1 The environment for freedom of expression, press freedom, journalistic safety and self-regulation strengthened, for both online and offline media platforms, and especially in post-conflict countries and countries in transition, through favourable policies and practices and support to national media institutions	3 684 600	4 831 100	8 515 700	381 800	4 066 400	4 831 100	8 897 500	11 445 500
ER2 Pluralistic media institutions facilitated, including by adoption of gender-sensitive policies and through support for strengthened community media policy and practice, while citizens, and particularly youth, are empowered through enhanced media and information literacy (MIL) competencies	2 125 800	3 754 100	5 879 900	220 200	2 346 000	3 754 100	6 100 100	3 760 000
MLA2 Enabling Universal access and preservation of information and knowledge	8 361 300	10 146 900	18 508 200	866 400	9 227 700	10 146 900	19 374 600	1 507 100
ER3 The Open Solutions for Knowledge Societies programme (open educational resources, open access, free and open source software, open training platform, open data and Open Cloud) and ICT accessibility, including for the disabled, and for all languages, promoted in Member States	4 393 200	5 062 200	9 455 400	455 300	4 848 500	5 062 200	9 910 700	847 900
ER4 Universal access to information enhanced and documentary heritage preserved in all its forms through a strengthened Memory of the World Programme, and Member States supported in implementing the World Summit on Information Society (WSIS) outcomes	3 968 100	5 084 700	9 052 800	411 100	4 379 200	5 084 700	9 463 900	659 200
Total, Major Programme V	14 171 700	18 732 100	32 903 800	1 468 400	15 640 100	18 732 100	34 372 200	16 712 600

⁽¹⁾ Projects to be implemented in 2016-2017 for which funds have been received or firmly committed, plus posts financed from Programme Support Costs (PSC) account.

Total resources (staff and operational budget) Regular Programme and Extrabudgetary by result and Regular Programme breakdown by RBB categories (Programme / Programme Support / Administration) for 38 C/5 Draft ZNG (\$653M)



Distribution of Regular Programme resources by Region and Headquarters (staff and operational budget) for Draft 38 C/5 ZNG (\$653M) and ZNG+ (\$667M)



Indicative Sector's contribution to Global Priorities

	Priority Africa		Priority Gender Equality	
	\$	%	\$	%
Draft 38 C/5 ZNG (\$653M)	2 811 000	19.8%	8 930 000	63.0%
Draft 38 C/5 ZNG+ (\$667M)	3 108 400	19.9%	9 890 000	63.2%

Major Programme V

Communication and information

Key implications of the ZNG and ZNG+ scenarios

Under the ZNG scenario of \$32 903 800, Major Programme V has maintained the overall budget breakdown for direct programme intervention between Headquarters (46%) and the Field (54%) in line with the 37 C/5 Approved. The same applies to the funds foreseen for the two global priorities – Africa and Gender Equality with African Continent receiving the highest decentralized percentage of 20.5% globally. The allocation for Gender has in fact increased via the fruits of CI's two-pronged approach of gender mainstreaming and direct programme intervention. The shortfall in the budget was offset to a certain extent through the downgrading of vacant posts at Headquarters and in the field.

Should the ZNG + scenario of \$667 be adopted, the additional \$1.5 million which would be allocated to Major Programme V would permit the strengthening of technical expertise in UNESCO field offices, and also allow the reinforcement of its programme. Funds would be allocated to further stimulating universal access to information and knowledge through open information and communication technologies (ICTs), and promoting freedom of expression both online and off-line on the premise that freedom of expression and the access to information and knowledge are essential components for sustainable development and the understanding amongst cultures, fostering inclusion, tolerance and cooperation amongst societies.

The following text contains all the expected results of the 37 C/5 Approved, as revised to reflect the \$653 million scenario. It also includes, when relevant, revised parts of the narrative text of document 37 C/5 Approved.

Strategic Objective 9: Promoting freedom of expression, media development, and access to information and knowledge

Major Programme V – Communication and Information		
37 C/4 Strategic Objective	SO9 Promoting freedom of expression, media development and access to information and knowledge	
Main lines of action	MLA 1: Promoting an enabling environment for freedom of expression, press freedom and journalistic safety, facilitating pluralism and participation in media, and supporting sustainable and independent media institutions.	MLA 2: Enabling Universal access and preservation of information and knowledge
Expected results	<p>ER 1. The environment for freedom of expression, press freedom, journalistic safety and self-regulation strengthened, for both online and offline media platforms, and especially in post-conflict countries and countries in transition, through favourable policies and practices and support to national media institutions;</p> <p>ER 2. Pluralistic media institutions facilitated, including by adoption of gender-sensitive policies and through support for strengthened community media policy and practice, while citizens, and particularly youth, are empowered through enhanced media and information literacy (MIL) competencies.</p>	<p>ER 3. The Open Solutions for Knowledge Societies programme (open educational resources, open access, free and open source software, open training platform, open data and Open Cloud) and ICT accessibility, including for the disabled, and for all languages, promoted in Member States.</p> <p>ER 4. Universal access to information enhanced and documentary heritage preserved in all its forms through a strengthened Memory of the World Programme, and Member States supported in implementing the World Summit on Information Society (WSIS) outcomes.</p>

Main Line of Action 1: Promoting an enabling environment for freedom of expression, press freedom and journalistic safety, facilitating pluralism and participation in media, and supporting sustainable and independent media institutions

Expected results 1 and 3 have been merged into expected result 1 which should read as follows:

Expected result 1: The environment for freedom of expression, press freedom, journalistic safety and self-regulation strengthened, for both online and offline media platforms, and especially in post-conflict countries and countries in transition, through favourable policies and practices and support to national media institutions

<i>Performance indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
<p>1. Awareness raising, monitoring and advocacy for freedom of expression and access to information as a basic human right is increased, and related internationally-recognized legal, ethical and professional standards are applied</p>	<ul style="list-style-type: none"> - <i>Press freedom, including on the Internet, promoted by publications and guidelines, as well as UNESCO’s yearly World Press Freedom Prize. Major event organized as well as local activities held on the occasion of WPFDF in at least 80 countries each year; international campaign of sensitization of freedom of expression is promoted</i> - <i>Policies and norms conducive to freedom of expression, freedom of information, and press freedom strengthened in at least 16 countries, including support for media during elections in at least 6 countries</i> - <i>Self-regulation based media accountability systems enhanced in at least 12 countries, and professional and ethical standards reinforced in at least 20 countries, also through collaboration with media associations</i>
<p>2. International and national campaigns and capacity-building for safety of journalists and dangers of impunity are reinforced</p>	<ul style="list-style-type: none"> - <i>Implementation of the UN Plan of Action on Safety of Journalists and the Issue of Impunity in at least 7 countries and reinforcement of the coordination mechanism at the international level</i> - <i>At least 400 media professionals and government authorities empowered through appropriate training on safety of journalists, related guidelines promoted in at least 15 countries</i> - <i>Contribution to the Universal Periodical Review process of the UN Human Rights Council via submission of relevant information about at least 90 countries</i>

Performance indicators	Targets for 2017 38 C/5 ZNG Budget \$653M
<p>3. An environment for free and independent media enabled, and governance and democracy fostered in countries in transition and post-conflict situations</p>	<ul style="list-style-type: none"> - <i>Media independence guaranteed through media legislation, and freedom of information and editorial independence enhanced in at least 7 countries, notably in Africa</i> - <i>Professionalism of journalists improved, including through independent associations, organizations and unions, and voluntary, self-regulatory codes and bodies where appropriate in at least 5 post-conflict countries and countries in transition</i> - <i>At least 7 post-conflict countries and countries in transition strengthened their investigative journalism capacity</i>
<p>4. Member States benefit from special initiatives and knowledge-driven media development projects supported by IPDC</p>	<ul style="list-style-type: none"> - <i>At least 240, including 140 in 2016-2017, media development projects in at least 80 developing countries across all regions; detailed information on all projects, including implementation and evaluation reports, is made available via the project database on IPDC website in line with knowledge-driven media development</i> - <i>Using the IPDC database as a model of good practice, 12 international media support organizations are enlisted to generate, share and use knowledge on media development</i> - <i>Assessments of national media landscapes based on UNESCO's MDIs completed in at least 14 countries, and integrated within programmes to strengthen media development in these countries. Large participation in two thematic debates on media development issues organized within the framework of the IPDC Council sessions</i> - <i>At least 1000 journalists, including 400 in 2016-2017, of whom 50% are women, apply new reporting techniques; at least 1000 journalists, including 250 in 2016-2017, of whom 50% are women, report on science and development; at least 10 new syllabi, including 6 in 2016-2017, addressing issues of democratic governance, sustainable development and peace are produced and promoted as supplements to the model curricula</i>

Expected result 2: Pluralistic media institutions facilitated, including by adoption of gender-sensitive policies and through support for strengthened community media policy and practice, while citizens, and particularly youth, are empowered through enhanced media and information literacy (MIL) competencies

<i>Performance indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
<p>1. Number of Member States have developed good practices and policies for pluralistic media, particularly community media, to enlarge inclusion and participation</p>	<ul style="list-style-type: none"> – <i>At least 50 community radio stations adapt programming guidelines to strengthen women and young people’s representation; at least 10 regulatory bodies introduce community media sustainability policies and community media funding models are piloted in 3 countries</i> – <i>Radio pluralism is strengthened through World Radio Day celebrations in at least 40 countries each year</i>
<p>2. Media institutions taking up UNESCO’s Gender-Sensitive Indicators for Media (GSIM) or other gender-sensitive actions</p>	<ul style="list-style-type: none"> – <i>At least 6 international/regional associations of media organisations promoting GSIM and a global mechanism for partnerships on gender and media strengthened</i> – <i>At least 30 media institutions and 20 journalism schools are applying GSIM.</i> – <i>At least 60 media partners are contributing each year to the action “Women Make the News”</i>
<p>3. More citizens, especially youth engaged in knowledge societies, empowered by media, particularly by increased MIL competencies</p>	<ul style="list-style-type: none"> – <i>At least 30 teacher training curricula integrating MIL and at least 10 Member States develop related national policies and strategies.</i> – <i>At least 3 international partnerships promoting MIL</i> – <i>At least 20 youth associations engaged in MIL</i>

Main Line of Action 2: Enabling universal access and preservation of information and knowledge

Expected result 3: The Open Solutions for Knowledge Societies programme (open educational resources, open access, free and open source software, open training platform, open data and Open Cloud) and ICT accessibility, including for the disabled, and for all languages, promoted in Member States

<i>Performance indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
<p>1. Number of Member States formulating Policy Frameworks and taking concrete measures on Universal Access to Information and knowledge using ICTs, mobile devices and Open Solutions with special emphasis on teachers, learners, researchers, information professionals and/or scientists</p>	<ul style="list-style-type: none"> – <i>At least 40 Member State, including 20 in 2016-2017, adopting national or regional policies, including through the enhanced capacities of national institutins, as well as global for a in the areas of OER, OA, FOSS, Open Data and Information Accessibility</i> – <i>At least 60 national-level institutions, including 30 in 2016-2017, implementing multilingual, accessible and scalable initiatives in OER, OA, Information Accessibility, including the development of resources, tools and capacity building for a critical mass of teachers and scientists</i> – <i>30 institutions adopting programmes on smart mobile applications for sustainable development; participatory Disaster Risk Reduction strategies based on: Open Scientific Knowledge Management, FOSS tools and openly licensed GIS data with a focus on youth, especially young women, and local communities</i>
<p>2. Number of teachers effectively harnessing ICT in their professional practice to promote quality learning environments</p>	<ul style="list-style-type: none"> – <i>At least 10 Teacher Education Institutions using the ICT Competency Framework for Teachers (ICT CFT)</i>
<p>3. Policy support initiatives for open, distance, flexible and online (e-learning) education capitalizing on open solutions</p>	<ul style="list-style-type: none"> – <i>At least 10 policy support and self-directed learning tools for open, distance, flexible and online (e-learning) learning developed</i>

Expected results 5 and 6 have been merged into expected result 4 which should read as follows:

Expected result 4: Universal access to information enhanced and documentary heritage preserved in all its forms through a strengthened Memory of the World Programme, and Member States supported in implementing the World Summit on Information Society (WSIS) outcomes

<i>Performance indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
<p>1. Safeguarding, preservation and accessibility of Information and documentary heritage enhanced in Member States, including through the implementation of normative instruments</p>	<ul style="list-style-type: none"> – <i>At least 55 new inscriptions on Memory of the World Register</i> – <i>At least 15 new National Memory of the World Committees and registers set up and operational</i> – <i>New online platform “UNESCO World Atlas of Languages” launched, community of practice established, monitoring capacities of at least 10 national language institutions enhanced, and global advocacy ensured of the normative instruments recommendations</i> – <i>At least 25, including 7 in 2016-2017, new digital library services established by Member States institutions</i>
<p>2. Member States capacities strengthened to scale up inclusive and gender-responsive ICT uses, through the implementation of the outcomes of the WSIS Review and UNGIS priorities</p>	<ul style="list-style-type: none"> – <i>Post-2015 international WSIS cooperation in the fields of ICTs, knowledge-sharing and multi-stakeholder partnerships building enhanced, through the co-organization of 4 Global WSIS Meetings, including 2 in 2016-2017, and of 2 regional meetings with a particular focus on gender and Africa</i>
<p>3. Internet Governance (IG) issues in UNESCO’s field of competence prominently included in international debates</p>	<ul style="list-style-type: none"> – <i>Global Internet Governance agenda reinforced through the organization of 4 Open Forums, including 2 in 2016-2017, and by ensuring 2 new UNESCO internet-related initiatives</i>
<p>4. Number of Member States integrated quality UNESCO policy development resources / activities (declarations, guidelines, studies, capacity-building initiatives) in the IFAP priority areas into their national information policies</p>	<ul style="list-style-type: none"> – <i>4 Member States integrating information policy resources in their national information strategies</i>
<p>5. Number of Member States implementing evidence based assessment strategies and actions related to Info-Ethics and Media and Information Literacy</p>	<ul style="list-style-type: none"> – <i>4 SIDS and 4 developing countries implementing strategies and actions in Ethical dimensions</i> – <i>Assessments of country readiness and competencies based on UNESCO’s Global Media and Information Literacy Assessment Framework completed in at least 5 countries, and evidence-based data integrated within MIL action plans; and development of online automated self-assessment tools</i>

UNESCO Institute for Statistics (UIS)

Management of Field Offices

Supplementary Funding for the Field Network Reform

II.B – Programme-Related Services

II.C – Participation Programme and Fellowships

UNESCO Institute for Statistics (UIS)

UIS

Regular Budget									
	37 C/5 Approved	Comparative Transfers In/ (Out)	37 C/5 Approved as adjusted	Recosting/ Technical Adjustment	Lapse Factor Adjustment (0% to 5%)	38 C/5 Increase/ (Decrease) in real terms	Total 38 C/5 Proposed \$653M	Reinfor- cement	Total 38 C/5 Proposed \$667M
	\$	\$	\$	\$	\$	\$	\$	\$	\$
UNESCO Institute for Statistics	9 200 000	-	9 200 000	200 100	-	(167 200)	9 232 900	415 900	9 648 800

For detailed explanations of the columns shown above, please refer to the "Technical note on budgeting methodologies used in the Draft Programme and Budget for 2016-2017 (38 C/5)" under Technical Note and Annexes.

Key implications of the ZNG and ZNG+ scenarios

Between 2012 and 2015, the UIS has essentially maintained a zero nominal growth budget of US \$12.5 million despite rising costs associated with staff and infrastructure. This budget is considered to be the absolute minimum needed to maintain the core services of the Institute.

Due to the severe budget reductions, the UNESCO allocation to the UIS dropped from US \$9.2 million in the 2010-2011 biennium to \$7.6 million in the 2014-2015 biennium. Cost containment and austerity measures have been applied to both administrative and programme areas, and the UIS had to cut major operations, such as the global survey on media statistics. Complemented by funds mobilized from extrabudgetary resources, the financial allocation from UNESCO regular programme budget is used to cover the costs associated with the production of data in the fields of science, culture and communications. The allocation also helps to support data processing in the field of education and the production of many of the indicators used to monitor progress towards Education for All and related goals. These data are widely published in the EFA Global Monitoring Reports and by other partners.

In 2016-2017, Member States, donors and civil society organizations are expecting the UIS to take a leadership role in developing new indicators and frameworks to monitor the education targets of the post-2015 global development agenda. These expectations are a clear reflection of the Institute's reputation and experience in monitoring Education for All. However, the financial situation, including the increasing reliance on extrabudgetary funding, poses a direct risk to the Institute's ability to deliver on the ambitious expectations of the international development community.

Provided sufficient funding is secured from extrabudgetary resources, the UIS will continue implementing the programme as approved in the 37 C/5 within the ZNG budget scenario, and will put further emphasis on its work towards the implementation of the post-2015 development agenda. The UIS will build on achievements realised during the 2014-2015 biennium and strive to achieve all of its 10 expected results as approved for the entire quadriennium. The performance indicators and the related 2017 targets have been adjusted and aligned accordingly.

Under a ZNG+ scenario, the UIS allocation will be increased by some \$416,000 compared to a ZNG scenario. With this amount, the UIS proposes to upscale priority areas of its programme, such as: widen its work on methodologies in education statistics (ER2); extend the reach of its capacity-building activities in the production and use of national and comparative education data (ER3 and ER4); in the area of learning outcomes, finalize and publish the results of the Literacy Assessment and Monitoring Programme (LAMP) (ER5); In the area of STI, expand the database with at least 100 additional innovation surveys in the innovation inventory (ER6); improving statistical information in the area of culture, including the feature film sector, and expanding capacity-building activities (ER7); and further improving UIS data quality, including through the elaboration of a Data quality assessment framework (DQAF) strategy which could be extended to STI.

The following text contains all the expected results of the 37 C/5 Approved, as revised to reflect the \$653 million scenario. It also includes, when relevant, revised parts of the narrative text of document 37 C/5 Approved

Main Line of Action 1: Development of education indicators and promotion of data use and analysis

Expected Result 1: More relevant and timely education statistics and indicators produced

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
1. More comprehensive and relevant global education data available to meet the needs of post-2015 goals	– <i>New global data collections designed to collect comparable, policy-relevant information implemented annually</i>
2. More comprehensive and relevant regional and national education data available to meet regional and national policy and monitoring needs	– <i>New regional modules designed together with local partners that address regional information needs conducted annually</i> – <i>Pilot data collection which collect key indicators at sub-national levels, is implemented</i>
3. Availability of education data disaggregated by specific population groups	– <i>Education indicators from censuses and surveys, especially in relation to group differences, are integrated into UIS databases and disseminated</i>

Expected Result 2: Appropriate methodologies and standards in the field of education statistics developed, maintained and refined

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
1. Number of Member States with updated mappings of their national education system to ISCED 2011	– At least 120 countries with published ISCED 2011 mappings
2. Revised classification of fields of education (ISCED-F 2013) implemented in UIS data collections	– All UIS surveys collecting data by fields of education implementing ISCED-F 2013
3. Documents published by UIS to describe new conceptual frameworks and to increase understanding of UIS methodologies and indicators	– 4 methodological documents (2 documents published in the 2014-15) period plus 2 documents on areas yet to be identified published in the 2016-2017 period
4. Number of countries with data on mean years of schooling (MYS) in UIS Data Centre	– 130 countries with data for 1950-2016
5. Number of indicators for monitoring of post-2015 education targets with data in the UIS database	– The UIS database contains data for all indicators to monitor post-2015 education targets for which values can be calculated from available data

Expected Result 3: Capacities of national statisticians strengthened in the production and use of national and comparative education data

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
1. Training workshops conducted for education planners and policymakers on the use and analysis of data for results-based decision making covering all regions	– 12-16 regional workshops (3-4 per year)
2. Technical guidance provided and/or data quality assessments conducted and the recommendations implemented by Member States	– Technical missions or data quality assessments conducted and recommendations implemented in at least 16 member states (4 per year)

Expected Result 4: Use and analysis of education statistics promoted

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
1. Data-driven thematic reports produced	<ul style="list-style-type: none"> – One flagship thematic report released every 15 months with analytic partners – Education data released twice per year via the UIS Data Centre

<i>Performance indicators</i>	<i>Targets 2017</i> 38 C/5 ZNG Budget \$653M
1. Data presented more visually	– <i>E-atlases in new platform and other thematic visualizations provided via the UIS website</i>
2. Technical, analytical, and informative products developed	– <i>One technical paper, one policy note and six factsheets per year</i>

Main Line of Action 2: Development of international statistics on education outcomes

Expected Result 5: A common framework to produce comparative analysis and international monitoring of progress in learning outcomes used by the international education community

<i>Performance indicators</i>	<i>Targets 2017</i> 38 C/5 ZNG Budget \$653M
1. Catalogue of national and international initiatives on the assessment of learning outcomes of school children established and used by Member States	– <i>Student assessment initiatives in at least 100 countries analyzed</i>
2. Good working practices are identified and used in oral assessments of reading proficiency	– <i>Consensus built among measurement stakeholders. Common framework promoted</i>

Main Line of Action 3: Development of international statistics on science, technology and innovation; culture, communication and information

Expected Result 6: Timely statistical information and analysis on research and development and innovation statistics made available to Member States

<i>Performance indicators</i>	<i>Targets 2017</i> 38 C/5 ZNG Budget \$653M
1. STI database extended	<ul style="list-style-type: none"> – <i>Net response rate of 32% for countries to which UIS sends an R&D questionnaire</i> – <i>30 responses to the innovation questionnaire</i> – <i>R&D metadata available for all countries with R&D data in the UIS database</i>

<i>Performance indicators</i>	<i>Targets 2017</i> 38 C/5 ZNG Budget \$653M
2. Methodologies developed to assist Member States in carrying out STI surveys	<ul style="list-style-type: none"> – At least 5 developing countries requesting assistance in carrying out an R&D or innovation survey yearly – Revision of 1978 UNESCO Recommendation concerning the International Standardization of Statistics on Science and Technology submitted to the 39th General Conference
3. Number of countries/participants where capacities have been enhanced to collect STI statistics	<ul style="list-style-type: none"> – 40 countries in 2 regional workshops (10 countries / 1 regional workshop per year) – 16 technical assistance workshops (4 per year)
4. Reports and other electronic materials prepared that promote the use of STI indicators and their linkages to development issues	<ul style="list-style-type: none"> – 100 requests received for R&D and innovation data by UIS (25 per year)

Expected Result 7: Timely and policy-relevant statistical information and analysis of cultural statistics are available to Member States

<i>Performance indicators</i>	<i>Targets 2017</i> 38 C/5 ZNG Budget \$653M
1. Increase in the number of methodological resource documents produced to support the development of cultural statistics globally.	<ul style="list-style-type: none"> – At least 2 methodological resources produced
2. Cross-nationally comparable data and indicators produced and featured in a wide range of global reports	<ul style="list-style-type: none"> – The availability of new data and indicators for dissemination for the UIS Film Survey and the UIS Survey of Cultural Employment Statistics
3. An increase in the number of national statisticians and cultural officers trained to collect, analyse, and use cultural statistics	<ul style="list-style-type: none"> – At least 8 regional training workshops conducted (1 regional workshop per year)

Expected Result 8: Timely and policy-relevant statistical information and analysis on communication statistics are available to Member States

<i>Performance indicators</i>	<i>Targets 2017</i> 38 C/5 ZNG Budget \$653M
1. Global data on ICT in education are available and regularly updated	<ul style="list-style-type: none"> – Response rate of 60% of the 2017 ICT in education global survey

Main Line of Action 4: Reinforcement of cross-cutting statistical activities

Expected Result 9: Quality of data produced by UIS constantly monitored and improved

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
<p>1. Governance and Quality frameworks reinforced.</p>	<ul style="list-style-type: none"> – <i>Key performance indicators of Response Rates to UIS surveys and of Timeliness are published for all UIS survey activities</i> – <i>Key performance indicators for data coverage and completeness are published for UIS education and Research and Development surveys</i> – <i>Survey planning and execution involves all internal UIS stakeholders</i>
<p>2. Efficiency and efficacy of data exchanges with other organisations improved.</p>	<ul style="list-style-type: none"> – <i>Fully automated data exchange with OECD and Eurostat established for the Education survey</i>
<p>3. Efficiency and efficacy of UIS internal coordination, processes, data and metadata management, and tools taking into account the entire data lifecycle, are improved.</p>	<ul style="list-style-type: none"> – <i>10 % reduction in the cost of collection and processing</i> – <i>Systems and Processes adapted to Modular Questionnaires and regional/global collections</i> – <i>Data Production Steering Committee established and a prioritized plan elaborated.</i>
<p>4. Number of member states where statistical capacities have been enhanced as a result of UIS field staff interventions</p>	<ul style="list-style-type: none"> – <i>Arab states: 7</i> – <i>Asia & the Pacific: 40</i> – <i>Latin America & the Caribbean: 50</i> – <i>SubSaharan Africa: 50</i>

Expected Result 10: Access to and use of UIS data are made easier, more efficient and better adapted to users' requirements

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 ZNG Budget \$653M</i>
<p>1. Partnerships with data mediators (second-party websites) to improve the dissemination of UIS established or reinforced.</p>	<ul style="list-style-type: none"> - <i>At least two new partnerships with data mediators established</i> - <i>UIS data visually present on UNESCO HQ website and on regional UNESCO website</i> - <i>UIS Open Data web service implemented</i> - <i>At least five external sites with stale/ outdated data transitioned to new automated methods to ensure data is always up to date</i>
<p>2. UIS Website as well as DataCentre products and services kept current, relevant, and regularly enhanced.</p>	<ul style="list-style-type: none"> - <i>At least 1 type of new products added per year</i> - <i>10% increase in unique sessions to UIS online data products over the course of the biennium</i> - <i>UIS DataCentre enhanced twice per year</i> - <i>User experience of the UIS online Data Centre monitored using online surveys at least once per year and used to identify areas for improvement</i>
<p>3. Efficiency and Efficacy of internal dissemination practices improved.</p>	<ul style="list-style-type: none"> - <i>At least 5 datasets currently disseminated manually transitioned to automated methods</i> - <i>Dissemination of all datasets transitioned to automatic notification to partners of updates.</i> - <i>Data harmonised between datasets disseminated externally and UIS Data Centre</i>

Part II.A – Management of Field Offices

For this chapter, the proposed budgets under the \$653M and \$667M scenarios are the same.

Field – 1

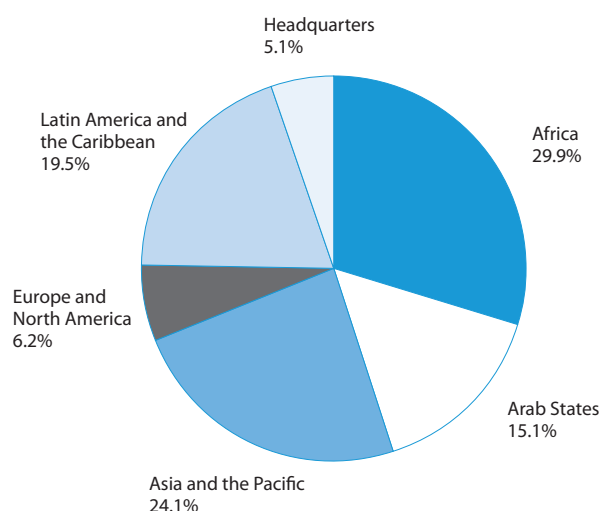
Management of Field Offices	Regular Budget						Total 38 C/5 Proposed \$653M/ \$667M	Extra- budgetary Resources ⁽¹⁾
	37 C/5 Approved	Comparative Transfers In/ (Out)	37 C/5 Approved as adjusted	Recosting/ Technical Adjustment	Lapse Factor Adjustment (0% to 5%)	38 C/5 Increase/ (Decrease) in real terms		
	\$	\$	\$	\$	\$	\$	\$	\$
1 Field offices operating costs	23 953 000	-	23 953 000	1 014 600	-	1 423 500	26 391 100	1 224 500
Field Management of decentralized								
2 programme (staff)	66 000 000	(1 293 000)	64 707 000	(26 000)	(3 050 700)	(3 667 600)	57 962 700	-
Total, Management of Field Offices	89 953 000	(1 293 000)	88 660 000	988 600	(3 050 700)	(2 244 100)	84 353 800	1 224 500

For detailed explanations of the columns shown above, please refer to the “Technical note on budgeting methodologies used in the Draft Programme and Budget for 2016-2017 (38 C/5)” under Technical Note and Annexes.

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

Region/Headquarters	Regular budget breakdown by region			
	Field Management of decentralized programme (staff)	Field offices operating costs	Total	
	\$	\$	\$	%
Africa	16 961 100	8 248 300	25 209 400	29.9%
Arab States	9 810 700	2 940 300	12 751 000	15.1%
Asia and the Pacific	13 691 800	6 672 700	20 364 500	24.1%
Europe and North America	3 371 600	1 884 200	5 255 800	6.2%
Latin America and the Caribbean	12 239 800	4 235 600	16 475 400	19.5%
Total, Field	56 075 000	23 981 100	80 056 100	94.9%
Headquarters	1 887 700	2 410 000	4 297 700	5.1%
Total, Management of Field Offices	57 962 700	26 391 100	84 353 800	100.0%

Regular Budget



Field – 2

Items of Expenditure	Regular Budget			Extrabudgetary Resources ⁽¹⁾
	Operational budget	Staff budget	Total 38 C/5 Proposed \$653M/\$667M	
		\$	\$	
1. Field Management of decentralized programmes				
Staff (established posts)		57 962 700	57 962 700	–
2. Field office operating costs				1 224 500
I. Field office running costs				
Temporary assistance	4 650 000		4 650 000	
Overtime	129 300		129 300	
Staff Mission Costs	1 310 000		1 310 000	
Consultants and Experts Costs	–		–	
Contracted Services	3 175 000		3 175 000	
External Training, Grants and Other Transfers	450 000		450 000	
Supplies, Consumables & Other Running Costs	16 276 800		16 276 800	
Other Expenses	–		–	
Subtotal	25 991 100	–	25 991 100	1 224 500
II. Sums administered for the reinforcement of field offices				
UNESCO's participation in pilots for the "One UN" initiative	400 000		400 000	
Subtotal	400 000	–	400 000	–
Total, Management of Field Offices	26 391 100	57 962 700	84 353 800	1 224 500

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

The following text contains all the expected results of the 37 C/5 Approved, as revised to reflect the \$653 million scenario. It also includes, when relevant, revised parts of the narrative text of document 37 C/5 Approved.

07002

The Reform of the Field Network as decided by the General Conference at its 36th session is based upon a two-tier model with a limited number of regional multi-sectorial offices and offices at the national level, including project offices and desks. The implementation of the reform in the Africa region is on-going and will continue to be based on concrete experience with the new structure, programmatic, financial and logistical effectiveness and efficiency as well as alignment with the overall United Nations system. The consultations with Member States and Regional Groups will continue all through the process.

07004

BSP, within its function as entry point for programme reporting, programme coordination and monitoring of programme implementation at the field level serves as coordination platform for field management. In this context BSP provides backstopping to Field Offices through coordination of the consolidated and coherent Headquarters response and action.

07005

BFM provides financial management support, technical backstopping and handles Field Office running costs, budgets and administrative procedures. This includes ensuring an effective staffing structure in the Administrative units; monitoring of the operating costs of each Field Office and the implementation of the cost-efficiency measures. BFM backstops and assists Field Offices in the implementation of audit recommendations, and in strengthening administrative and managerial capacities through mentoring and tutoring schemes. BFM will participate in the set up and effective functioning of the Administrative Support platforms as guided by the decisions of the Reform of Field Network. BFM will participate in the United Nations system-wide reform process covering the financial and budgetary aspects as well as harmonization of business practices, mainly by providing guidance to Field Offices to facilitate the implementation of common procedures and understanding at the UNCT level.

Paragraph 07006 is deleted

Expected Result 1: Field presence strategy further implemented

<i>Performance indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
1. First phase of UNESCO's reform of its field network (Africa) consolidated	– <i>Field reform rolled out to other regions as decided by UNESCO Governing Bodies</i>
2. Coordination of interaction between Headquarters and Field units on complex management issues	– <i>Field reform rolled out to other regions as decided by UNESCO Governing Bodies</i>
3. Performance assessment of all Directors and Heads of Field Offices completed	– <i>Performance assessment of all Directors/ Heads of Field Offices completed at the end of 2017</i>
4. Strengthened capacity for management in Field Offices; establishment of alternative solutions to the regional administrative platforms through strengthening Multi sectoral and Regional Offices administrative units; staffing and assessment of administrative units in Field Offices; and allocation and monitoring of Field Office operating budgets and providing backstopping for all Field Offices administrative units	<ul style="list-style-type: none"> – <i>Create one Procurement officer position for each region (4 in total) and one Procurement Assistant (4 in total)</i> – <i>Performance assessment of all AOs of Field Offices completed at the end of 2017</i> – <i>Backstopping provided to all Field Office AO units with vacant positions and guidance provided as appropriate</i>

Supplementary funding for the Field Network Reform

For this chapter, the proposed budgets under the \$653M and \$667M scenarios are the same.

Field Network Reform

	Regular Budget						Total 38 C/5 Proposed – \$653M/ \$667M	Extra- budgetary resources ⁽¹⁾
	37 C/5 Approved	Comparative Transfers In/ (Out)	37 C/5 Approved as adjusted	Recosting/ Technical Adjustment	Lapse Factor Adjustment (0% to 5%)	38 C/5 Increase/ (Decrease) in real terms		
	\$	\$	\$	\$	\$	\$	\$	
Supplementary funding for the Field Network Reform								
Operational budget	1 000 000	–	1 000 000	–	–	–	1 000 000	–
Staff budget	4 000 000	–	4 000 000	–	(210 500)	210 500	4 000 000	–
Total, Field Network Reform	5 000 000	–	5 000 000	–	(210 500)	210 500	5 000 000	–

For detailed explanations of the columns shown above, please refer to the “Technical note on budgeting methodologies used in the Draft Programme and Budget for 2016-2017 (38 C/5)” under Technical Note and Annexes.

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

This budget line will cover additional recurrent and non-recurrent costs in consequence of the gradual implementation of UNESCO’s reform of the field network during the 38 C/5 period.

II.B – Programme-related services

For the following chapters, the proposed budgets under the \$653M and \$667M scenarios are the same.

Part II.B – 1

Programme-Related Services	Regular Budget						Total 38 C/5 Proposed – \$653M/ \$667M	Extra- budgetary Resources ⁽¹⁾
	37 C/5 Approved	Comparative Transfers In/ (Out)	37 C/5 Approved as adjusted	Recosting/ Technical Adjustment	Lapse Factor Adjustment (0% to 5%)	38 C/5 Increase/ (Decrease) in real terms		
Chapter 1 Coordination and monitoring of action to benefit Africa								
Operational budget	3 142 000	–	3 142 000	126 200	–	1 014 500	4 282 700	–
Staff budget	5 197 000	(41 000)	5 156 000	140 000	(205 200)	(1 192 000)	3 898 800	–
Total, Chapter 1	8 339 000	(41 000)	8 298 000	266 200	(205 200)	(177 500)	8 181 500	–
Chapter 2 Coordination and monitoring of action to implement Priority Gender Equality								
Operational budget	577 000	–	577 000	24 600	–	24 100	625 700	–
Staff budget	1 640 000	–	1 640 000	60 000	(85 000)	–	1 615 000	377 000
Total, Chapter 2	2 217 000	–	2 217 000	84 600	(85 000)	24 100	2 240 700	377 000
Chapter 3 UNESCO's response to post- conflict and post-disaster situations								
Operational budget	919 900	–	919 900	41 800	–	(171 600)	790 100	–
Staff budget	994 100	(359 000)	635 100	31 900	(34 800)	28 100	660 300	–
Total, Chapter 3	1 914 000	(359 000)	1 555 000	73 700	(34 800)	(143 500)	1 450 400	–
Chapter 4 Strategic planning, programme monitoring and budget preparation								
Operational budget	1 524 000	–	1 524 000	70 200	–	1 263 700	2 857 900	865 000
Staff budget	6 392 000	513 000	6 905 000	248 000	(292 700)	(1 299 000)	5 561 300	6 808 100
Total, Chapter 4	7 916 000	513 000	8 429 000	318 200	(292 700)	(35 300)	8 419 200	7 673 100
Chapter 5 Organization-wide knowledge management								
Operational budget	369 000	–	369 000	22 100	–	262 400	653 500	–
Staff budget	4 679 000	–	4 679 000	196 000	(231 500)	(245 000)	4 398 500	2 775 200
Total, Chapter 5	5 048 000	–	5 048 000	218 100	(231 500)	17 400	5 052 000	2 775 200
Chapter 6 External relations and public information								
Operational budget	2 380 000	–	2 380 000	112 600	–	2 649 400	5 142 000	200 000
Staff budget	22 199 000	377 000	22 576 000	821 600	(1 025 900)	(2 879 600)	19 492 100	691 400
Total, Chapter 6	24 579 000	377 000	24 956 000	934 200	(1 025 900)	(230 200)	24 634 100	891 400
Total, Operational budget	8 911 900	–	8 911 900	397 500	–	5 042 500	14 351 900	1 065 000
Total, Staff budget	41 101 100	490 000	41 591 100	1 497 500	(1 875 100)	(5 587 500)	35 626 000	10 651 700
Total, Part II.B	50 013 000	490 000	50 503 000	1 895 000	(1 875 100)	(545 000)	49 977 900	11 716 700

For detailed explanations of the columns shown above, please refer to the “Technical note on budgeting methodologies used in the Draft Programme and Budget for 2016-2017 (38 C/5)” under Technical Note and Annexes.

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

Part II.B – 2

Items of Expenditure		Regular Budget		Total 38 C/5 Proposed -\$653M/ \$667M	Extrabudgetary Resources ⁽¹⁾
		Operational budget	Staff budget		
		\$	\$	\$	\$
Chapter 1	Coordination and monitoring of action to benefit Africa				
	I. Staff (established posts)		3 898 800	3 898 800	–
	II. Other costs:				–
	Temporary assistance	568 600		568 600	
	Overtime	–		–	
	Delegates & External Individual Missions	696 000		696 000	
	Staff Mission Costs	620 000		620 000	
	Consultants and Experts Costs	–		–	
	Contracted Services	650 000		650 000	
	External Training, Grants and Other Transfers	–		–	
	Supplies, Consumables & Other Running Costs	1 248 100		1 248 100	
	Other Expenses	500 000		500 000	
	Total, Chapter 1	4 282 700	3 898 800	8 181 500	–
Chapter 2	Coordination and monitoring of action to benefit Gender Equality				
	I. Staff (established posts)		1 615 000	1 615 000	377 000
	II. Other costs:				–
	Temporary assistance	237 000		237 000	
	Delegates & External Individual Missions	40 000		40 000	
	Staff Mission Costs	150 000		150 000	
	Consultants and Experts Costs	30 000		30 000	
	Contracted Services	60 000		60 000	
	External Training, Grants and Other Transfers	30 000		30 000	
	Supplies, Consumables & Other Running Costs	61 100		61 100	
	Other Expenses	17 600		17 600	
	Total, Chapter 2	625 700	1 615 000	2 240 700	377 000
Chapter 3	UNESCO's response to post-conflict and post-disaster situations				
	I. Staff (established posts)		660 300	660 300	–
	II. Other costs:				–
	Temporary assistance	70 000		70 000	
	Delegates & External Individual Missions	61 000		61 000	
	Staff Mission Costs	193 000		193 000	
	Consultants and Experts Costs	320 000		320 000	
	Contracted Services	81 000		81 000	
	External Training, Grants and Other Transfers	25 000		25 000	
	Supplies, Consumables & Other Running Costs	22 100		22 100	
	Other Expenses	18 000		18 000	
	Total, Chapter 3	790 100	660 300	1 450 400	–
Chapter 4	Strategic planning, programme monitoring and budget preparation				
	I. Staff (established posts)		5 561 300	5 561 300	6 808 100
	II. Other costs:				865 000
	Temporary assistance	500 000		500 000	
	Delegates & External Individual Missions	310 000		310 000	
	Staff Mission Costs	525 000		525 000	
	Consultants and Experts Costs	340 000		340 000	
	Contracted Services	300 000		300 000	
	External Training, Grants and Other Transfers	300 000		300 000	
	Supplies, Consumables & Other Running Costs	515 900		515 900	
	Other Expenses	67 000		67 000	
	Total, Chapter 4	2 857 900	5 561 300	8 419 200	7 673 100

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

Items of Expenditure	Regular Budget		Total 38 C/5 Proposed -\$653M/ \$667M	Extrabudgetary Resources ⁽¹⁾
	Operational budget	Staff budget		
	\$	\$	\$	\$
Chapter 5	Organization-wide knowledge Management			
I. Staff (established posts)		4 398 500	4 398 500	2 775 200
II. Sums administered on behalf of the Organization as a whole	653 500		653 500	-
Total, Chapter 5	653 500	4 398 500	5 052 000	2 775 200
Chapter 6	External relations and public information			
I. Staff (established posts)		19 492 100	19 492 100	691 400
II. Other costs:				200 000
Temporary assistance	370 000		370 000	
Overtime	100 000		100 000	
Delegates & External Individual Missions	950 000		950 000	
Staff Mission Costs	900 000		900 000	
Consultants and Experts Costs	850 000		850 000	
Contracted Services	533 800		533 800	
External Training, Grants and Other Transfers	495 200		495 200	
Supplies, Consumables & Other Running Costs	943 000		943 000	
Other Expenses	-		-	
Total, Chapter 6	5 142 000	19 492 100	24 634 100	891 400
Total, Part II.B	14 351 900	35 626 000	49 977 900	11 716 700

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

Chapter 1 – Coordination and monitoring of action to benefit Africa

The following text contains all the expected results of the 37 C/5 Approved, as revised to reflect the \$653 million scenario. It also includes, when relevant, revised parts of the narrative text of document 37 C/5 Approved.

Expected Result 1: Impact of UNESCO's programmes in Africa enhanced and strengthened by means of improved identification of the continent's priority development requirements and joint/shared implementation, in particular with the African Union, other United Nations system agencies and/or a network of bilateral and multilateral partners comprising civil society and the private sector, in order to support initiatives and flagship projects for global priority Africa

<i>Performance indicator</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
1. Framework for consultation, coordination and partnerships encompassing UNESCO, AU/NEPAD, RECs, IGOs, civil society and the private sector, established and operational	<ul style="list-style-type: none"> – <i>Number of joint African Union/UNESCO projects (3) established, through the joint mobilization of extrabudgetary funds in the context of South-South and North-South cooperation</i> – <i>3 cooperation agreements with specialized IGOs, regional banks and private partners signed for the implementation of specific projects</i> – <i>Official relations established between UNESCO and 3 regional African and African diaspora NGOs</i>
2. Active participation substantively, technically and in leadership terms in joint programmes and in the United Nations system's regional coordination mechanisms in Africa, in particular with regard to the coordination of thematic groups/subgroups under UNESCO's responsibility	<ul style="list-style-type: none"> – <i>Science cluster and the education, culture and youth subgroups coordinated</i>
3. Interdisciplinary network of African and other regional think tanks, with emphasis on priority needs/topics in UNESCO's fields of competence, formed	<ul style="list-style-type: none"> – <i>1 network of researchers formed through partnership agreements with UNESCO</i>
4. Conferences and seminars held and publications produced and disseminated on priority issues concerning or of interest to Africa, thus informing the world post-2015 development agenda and the network's activities	<ul style="list-style-type: none"> – <i>4 conferences/seminars held and related publications disseminated</i>

Expected Result 2: Regional organizations, Member States and civil society in Africa mobilized for the culture of peace and supporting the African Union’s “Make Peace Happen” campaign

<i>Performance indicator</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
1. Number of countries supporting the “Make Peace Happen” campaign by taking awareness-raising action nationally, in particular the celebration of International Day of Peace on 21 September	– <i>More than 25 African countries</i>
2. Mechanisms for reflection (regional and subregional forums) and mobilization of civil society established in cooperation with the African Union and the regional economic communities	– <i>1 forum held yearly in cooperation with the African Union Commission and the regional economic communities</i>

Chapter 2 – Coordination and monitoring of action to implement Priority Gender Equality

The following text contains all the expected results of the 37 C/5 Approved, as revised to reflect the \$653 million scenario. It also includes, when relevant, revised parts of the narrative text of document 37 C/5 Approved.

08206 ODG/GE coordinates and monitors the implementation of the Priority by working at three levels:

- (i) institutional gender mainstreaming;
- (ii) establishing and maintaining partnerships, coordination and networking (internal and external);
- (iii) technical expertise and support to integrate gender equality considerations in policies, programmes and initiatives.

08207 Work for the first two levels is under the full and direct responsibility of ODG/GE. Work at the third level is shared with the staff of the programme sectors and central services, field offices and institutes and is pursued through a two-pronged approach: gender-specific programming – focusing on women’s and men’s social, political and economic empowerment as well as transforming norms of masculinity and femininity; and mainstreaming gender equality considerations in relevant policies, programmes and initiatives.

08208 In accordance with the relevant decisions of the Governing bodies; informed by the findings and recommendations of the on-going external evaluation of the implementation of Priority Gender Equality; and within the framework of the Gender Equality Action Plan for 2014-2021, ODG/GE will continue to focus on strengthening commitment, competence and capacity for the effective implementation of this Priority in programming building on good practices in all programming areas.

08209 Regarding support and guidance to programming with a view to ensure cohesion and achievement of results, ODG/GE's efforts will focus on the nine strategic objectives – as identified in 37 C/4 and 37 C/5 – in order to:

- (SO 5) Ensure that policies for sustainable development aim to be gender transformative by including both women and men in capacity building efforts in order for those policies to serve the needs of as broad a constituency as possible;

08211 Supporting the improvement of collection and analysis of sex-disaggregated data to facilitate the implementation of Priority Gender Equality in programming will be given special emphasis. Evidence-based policy making in favor of gender equality and women's empowerment is hindered by the lack of consistent, reliable and comparable sex-disaggregated data in many of the fields in which UNESCO operates. Data is often patchy, collected with non-homogeneous methodologies across countries and over years, and negatively affected by often inadequate national data collection systems. ODG/GE, in collaboration with all UNESCO programmes and UIS, will focus on the mapping of specific data needs for gender transformative policy making and programming through the identification of data gaps; generation of data, when and where possible, or indirect support to building national data collection capacities.

08212 In order to address significant gender disparities in specific programming areas as well as to contribute to efforts for interdisciplinary and multidisciplinary coordination, ODG/GE will continue to initiate, coordinate and support the development and implementation of gender specific programmes. In addition to full support to the existing initiatives under the responsibility of education, science and communication/information programmes, such as the Global Partnership for Girls' and Women's Education, UNESCO-l'Oréal Women in Science, Gender Sensitive Media Indicators, ODG/GE will lead – with the participation of relevant internal and external partners and to the extent possible – the following initiatives.

Paragraph 08216 is deleted

08217 In relation to institutional gender mainstreaming, emphasis will be put on expanding the gains from staff and organizational capacity development efforts of the previous medium-term and translating these gains into mainstreaming gender equality considerations into all relevant policy, strategic, operational and administrative documents and processes. Particular emphasis will be put on:

- Strategic and technical guidance for gender mainstreaming in six critical areas: accountability; results-based mainstreaming for gender equality; monitoring and reporting; capacity development; and coherence, coordination and knowledge and information management;
- Further improving staff capacities to effectively mainstream gender equality into operations by expanding capacity development and training in gender mainstreaming to central services and non-programme sectors;
- Providing technical advice for gender responsive human resources management – including equal career opportunities for staff and appropriate working arrangements to balance work and life while progressively increasing the representation of women in decision-making levels within the Secretariat to achieve gender parity.

08218 With a view to supporting effective implementation of Priority Gender Equality, ODG/GE will continue to coordinate and strengthen existing partnerships and networks and develop new and innovative ones – both internal and external, to the extent possible – through:

- Representing UNESCO at the sessions of the United Nations Commission on the Status of Women (CSW) and in the CEDAW Committee;

08219 The visibility of UNESCO’s work in promoting women’s empowerment and gender equality will be strengthened and broadened to mobilize new partnerships

08221 In coordinating and monitoring the implementation of the Priority, ODG/GE will fulfill its role and responsibilities in close collaboration with internal and external partners that would include selected staff in programme and non-programme sectors, central services, field offices, and institutes. UNESCO networks and Chairs, National Commissions, UN system at large and UN Women in particular; OECD-GENDERNET and OECD Development Centre, other multilateral and bilateral agencies, civil society organizations, including women’s groups, academia and the private sector will constitute the broader network of partners.

08222 ODG/GE will draw on the skills and competence of the Gender Focal Point Network which has been renewed in 2014. ODG/GE will work with this network to improve management and delivery of both gender mainstreaming and gender specific programming across programme sectors, field offices and institutes. The GFP network has been enhanced through the creation of an online platform and community of practice to ensure better exchange of experience and information.

Expected Result 1: Systematic and comprehensive contribution to gender equality and women’s empowerment ensured in UNESCO’s areas of expertise in pursuing its two overarching objectives of lasting peace and sustainable development with improved capacity

<i>Performance indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
1. Percentage of UN-SWAP indicators where UNESCO meets requirements	– 100%
2. Percentage of relevant workplans that mainstream gender equality considerations through the project cycle	– 70%
3. Number of gender specific programmes and/or workplans across the Organization	– 5 <i>gender specific programmes</i> – 30 <i>gender specific workplans</i>
4. Number of activities focusing on gender stereotypes, women’s leadership or GBV	– 10
5. Percentage of UNESCO GE trainees using the newly acquired knowledge and skills	– 75% <i>of trainees</i>
6. Number of UNESCO staff who participate in training sessions on gender equality by grade and by sex	– 250 <i>staff of whom 50% are women and 50% are men, and at least 30% grade P4 and above</i>

Expected Result 2: UNESCO positioned as a visible actor at the international, regional and country levels in promoting gender equality in all its fields of competence, including through advocacy, networking and innovative partnerships

<i>Performance indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
1. Number of interagency coordination mechanisms related to gender equality to which UNESCO is invited to make a substantive contribution	– 8-10
2. Number of active partnership agreements concluded across the Organization with a focus on GE or women’s empowerment	– 10
3. Number of research centres and networks established in support of GEAP II focus areas	– 3
4. Number of high visibility reports about GE or containing a chapter/part on GE	– 10

Expected Result 3: Equal career opportunities for staff and parity at the decision-making level promoted by UNESCO’s organizational culture

<i>Performance indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
1. Percentage of male and female staff at D-level and above	– 50%
2. Percentage of supervisors who include GE in the criteria for the performance appraisal of staff under their supervision	– 60-70%
3. Percentage of GFPs who have 20% of their time allocated to GFP functions in their job descriptions	– 60-70%
4. Percentage of overall resources allocated to GE	– 35% [<i>minimum</i>]

Chapter 3 – UNESCO’s response to post-conflict and post-disaster situations

The following contains all the expected results of the 37 C/5 Approved, as revised to reflect the \$653 million scenario. It also includes, when relevant, revised parts of the narrative text of document 37 C/5 Approved.

Expected Result 1: Effective response to crisis situations through backstopping of field offices and enhancing of their capacities to engage in crisis situations, planned and coordinated action integrated in the overall humanitarian response, and crisis-response projects funded through United Nations appeals and other financing modalities

<i>Performance indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
1. Ability of UNESCO to respond in a timely manner to humanitarian needs by participating in damage and needs assessment exercises and in UN-coordinated planning processes	– <i>Systematic participation of UNESCO in response to all major crisis</i>
2. Percentage of UNESCO projects included in UN-coordinated appeals which have received funding	– <i>30% of proposed project funding received</i>

Expected Result 2: Contribution to and integration into global United Nations (and other) crisis coordination mechanisms and processes

<i>Performance indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
1. Active participation in major United Nations and international coordination mechanisms, fora and networks	– <i>UNESCO develops new partnerships and systematically participates in key global and regional coordination mechanisms</i>

Expected Result 3: Supporting in-house capacity for disaster preparedness, conflict prevention and peacebuilding activities, particularly by providing knowledge management services

<i>Performance indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
1. Increased visibility and response capacity in disaster preparedness and crisis response	– <i>All UNESCO activities related to disaster preparedness and crisis response promoted through high-visibility on-line campaign and in-house knowledge management platform</i>

Chapter 4 – Strategic planning, programme monitoring and budget preparation

The following contains all the expected results of the 37 C/5 Approved, as revised to reflect the \$653 million scenario. It also includes, when relevant, revised parts of the narrative text of document 37 C/5 Approved.

08401 The Bureau of Strategic Planning (BSP) is the Secretariat's central focal point for all strategic, programmatic and budgeting issues, for field coordination as well as for cooperation with extrabudgetary funding sources and public-private sector partnerships, and it provides advice to the Director-General thereon. Under the authority of the Assistant Director-General for Strategic Planning (ADG/BSP), the Bureau is composed of the Division for Programme and Budget (BSP/PB), the Division of Cooperation with Extrabudgetary Funding Sources (BSP/CFS), and the Task Team for Field Coordination and UN Reform.

08402 In the area of programming and monitoring, principal responsibilities of the Bureau include:

- The preparation, in close cooperation with all Secretariat units, of the 2016-2017 biennial Budget and the quadrennial Programme and biennial Budget of the Organization (39 C/5), ensuring compliance with pertinent regional priorities, the guidance provided by the Governing Bodies, including the involvement of National Commissions, the Director-General's directives and the principles of results-based planning, programming and budgeting. Responsibility for the preparation of document C/5 entails, inter alia: preparing the preliminary proposals of the Director-General; analyzing replies thereto from Member States, Associate Members, IGOs and NGOs; drawing up plans and guidelines for the preparation of the Draft biennial Budget and Draft quadrennial Programme; providing advice; and assisting Sectors/Bureaus/Offices in devising strategies and in articulating expected results, performance indicators and associated baselines along with quantitative and/or qualitative targets for the C/5. These efforts must also take duly into account the results of evaluations and audit recommendations;
- The coordination of the upfront programming of extrabudgetary activities through the Complementary Additional Programme of Extrabudgetary Resources (CAP), including targets for resource mobilization to be achieved with extrabudgetary resources for the 38 C/5;
- The RBM and RBB monitoring and assessment of the implementation of the Approved Programme and Budget (37 C/5), as well as extrabudgetary projects, through regular reviews of results-based programme implementation and budget execution;
- The preparation of reports on the implementation of the Approved Programme and Budget and its workplans to the Governing Bodies through the preparation of related statutory reports, such as the quadrennial C/3 document, the annual EX/4 documents and related online documents, providing strategic assessments, programme implementation and results achievement reports;
- The continuous adaptation of the RBM methodology ensuring that it reflects emerging and evolving needs, such as those flowing from the decentralization policy and exigencies of UN reform as well as developing and conducting the necessary training, capacity-building support and backstopping for staff at Headquarters, in Field Offices, at Category 1 Institutes and for Member States;
- Leading the Risk Management Committee and ensuring that it meets periodically and progressively reviews the Organization's most significant risks as well as oversees the ongoing development of the Organization's Risk Management framework and processes;

- The provision of recommendations for changes to and the development of UNESCO's central programme management system (SISTER) ensuring that it reflects emerging and evolving needs and reinforces RBM and RBB practices. BSP further develops and conducts Member States presentations on SISTER;
- Providing leadership to the Contracts Committee.

08403

Within its field coordination function, BSP plays the strategic, advisory and monitoring role on the implementation and evolving adaptation of UNESCO's strategy for effective field network in order to ensure optimal programme delivery at regional and national levels.

- It monitors the overall performance of Field Offices through joint reviews with Sectors and Services concerned. In this respect it oversees the status of decentralization of funds to the Field Offices; liaises with relevant Sectors and Services regarding overall staffing coherence of Field Offices and consistent and effective decentralization of financial resources within the field network. It further ensures overall coordination and backstopping to Field Offices with respect to human resources under BSP responsibility in all regions, manages and monitors the entire BSP field staffing;
- BSP is responsible for the design, adaptation and implementation of a strategy for the reform of the field network and its adaptation to the demands of the United Nations system-wide coherence. BSP is also responsible for effective application of accountability and reporting lines within the field network;
- BSP, with relevant Programme Sectors, Programme-related and Corporate Services, is in charge of performance assessment of Directors/Heads of Field Offices and designs the common comprehensive performance objectives comprising all aspects of their functions (leadership and management in the programme areas, human resources, financial resources and security, mobilization of extrabudgetary resources, management of the external relations and partnerships) with corresponding performance indicators;

08405

BSP serves as the Organization's focal point for promoting and monitoring programme activities which support the least developed countries (LDCs) in implementing the Istanbul Programme of Action, adopted in 2011, and the post-2015 development agenda, currently under negotiation.

08406

In the area of resource mobilization, BSP will:

- Coordinate partnerships and cooperation agreements with existing bilateral government donors and advocate for multiannual programmatic partnerships with existing and new donors. More attention will be given to the specific interests of emerging donors and partners. The potential of the self-benefiting modality for addressing development challenges within Middle Income Countries through the mobilisation of domestic resources for achieving the SDG's will also be further developed;
- Continue its partnerships with the European Union and multilateral Development Banks through annual coordination meetings, upstream policy exchanges, joint advocacy and capacity-building, as well as the co-financing of projects, in particular at the country level;
- Implement and refine the house-wide resource mobilization strategy with its dual focus on enhancing and diversifying traditional donor channels and applying the new approach and specific strategies in particular with the private sector, in consultation with National Commissions;

- Enhance resource mobilization capacities through the conception and dissemination of common tools to advocate for priority areas and to better manage the relationships with large number of partners; as well as through training sessions at Headquarters and in the field.

08407

BSP further leads and coordinates UNESCO's participation in and contribution to United Nations system inter-agency activities, in particular concerning global programme issues, and those aiming to enhance system-wide coherence, globally, regionally and at the country levels, including in the context of "Delivering as One" and as part of the UN Resident Coordinator system. BSP provides guidance, capacity training and backstopping to all staff at Headquarters and in Field Offices on common country programming exercises and other UN reform issues. BSP also provides overall guidance to Field Offices in the preparation of UNESCO Country Programming Documents (UCPDs). To this end, BSP administers the pooled portion of the 2% programme resources designated by the Director-General to provide support to UNESCO Field Offices involved in the preparation of common country programming exercises. BSP represents UNESCO in the programme-related activities and discussions of the Chief Executives Board for Coordination (CEB)'s subsidiary bodies, especially in the context of its High-Level Committee on Programmes (HLCP) and of the United Nations Development Group (UNDG) as well as their related groups, including the ADG/ASG-level UNDG Advisory Group. BSP coordinates UNESCO's involvement in the preparation of the post-2015 development agenda to ensure that the Organization's programme priorities are adequately reflected, and subsequently followed up on, in close collaboration with Programme Sectors, Liaison Offices and all Services concerned. BSP is further entrusted with the task of ensuring the full reflection of all the internationally agreed development goals (IADGs), including the Millennium Development Goals (MDGs), and other pertinent provisions of the United Nations Millennium Declaration and the 2005 and 2010 World Summit Outcome documents, as well as pertinent intergovernmental processes and conferences, into UNESCO's programme activities. Moreover, BSP is charged with preparing strategic partnership agreements in the form of Memoranda of Understanding (MoUs) with United Nations system organizations.

Expected Result 1: Programming, monitoring and reporting functions carried out in line with UNESCO's results-based management and budgeting approach and in compliance with the strategic orientations and the programming framework and priorities set by the Governing Bodies and the Director-General

<i>Performance indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
1. Draft Budget for 2016-2017 and Draft Programme and Budget for 2018-2021 (39 C/5) prepared in line with UNESCO's RBM and RBB approach and endorsed by the General Conference	– <i>Draft Budget for 2016-2017 and Draft 39 C/5 prepared in line with the decisions of the Governing Bodies</i>
2. Regular reports on programme execution prepared and quality of information improved	– <i>New format EX/4 prepared in line with the decisions of the Governing Bodies and fully implemented in the IT Tool</i>
3. All Directors/Heads of Field Offices provided with strategic/managerial advice and backstopping towards effective functioning of the offices	– <i>Improved functioning of the field network accompanied by streamlined reporting lines and accountability</i>

Expected Result 2: Volume of extrabudgetary resources increased and channels and methods for resource mobilization enhanced especially with regard to emerging donors, private sector partnerships and innovative financing approaches

<i>Performance indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
1. Total amount of voluntary contributions	– <i>Between \$350 million and \$360 million</i>
2. Number of agreements with private sector partners	– <i>20% increase over 4 years</i>
3. Number of review/steering committee meetings organised on an annual basis for joint planning and review	– <i>On an annual basis, between 15 and 20 review/steering committee meetings</i>
4. Number of agreements with emerging donors, including the mobilisation of domestic resources through self-benefitting agreements	– <i>10% increase over 4 years</i>

Expected Result 3: UNESCO’s programmatic contribution in the context of the United Nations reform and United Nations interagency cooperation articulated and strengthened at the country, regional and global levels

<i>Performance indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
1. Active participation in United Nations system mechanisms (e.g. UNDG, HLCP, CEB, UNCTs) at global/inter-agency levels with improved identification of UNESCO’s strategic concerns and programmatic input in main UN joint initiatives	<ul style="list-style-type: none"> – <i>UNESCO is represented in main UN reform initiatives at global/inter-agency level</i> – <i>UNESCOs strategic and programmatic concerns are reflected in main UN joint initiatives at global level and in a majority of county-level initiatives, including CCA/UNDAF, DaO/SOP pilots, etc.</i>
2. Number of Field Offices supported, including through timely reinforcement funds from the 2% modality, in their participation in common country and/or regional programming initiatives (UNDAF and equivalent; Regional UNDG Team)	<ul style="list-style-type: none"> – <i>UNDAF roll-outs supported (upon request)</i> – <i>Each R/UNDG representative supported (upon request) at least once per biennium</i>

Chapter 5 – Organization-wide knowledge management

The following text contains all the expected results of the 37 C/5 Approved, as revised to reflect the \$653 million scenario. It also includes, when relevant, revised parts of the narrative text of document 37 C/5 Approved.

Expected Result 1: Strategy for knowledge management and information and communication technologies implemented;

<i>Performance indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
1. Significant, visible improvement of the strategic directions as defined in the KM & ICT Strategy	<ul style="list-style-type: none"> – <i>Improved transparency and systems support to programme specialists</i> – <i>Process simplification and system integration resulting in staff time gains</i> – <i>Use of collaborative platforms is common practice</i> – <i>Integrated document management and multimedia system put in place</i>
2. Optimized business processes for effective and efficient programme delivery using KM&ICT	<ul style="list-style-type: none"> – <i>Redesign of core information systems to enable programme delivery (additional extrabudgetary funds required)</i>

Chapter 6 – External relations and public information

The following text contains all the expected results of the 37 C/5 Approved, as revised to reflect the \$653 million scenario. It also includes, when relevant, revised parts of the narrative text of document 37 C/5 Approved.

Expected Result 1: Cooperation with Member States increased, particularly through their Permanent Delegations to UNESCO and the established groups of Member States at UNESCO; better access to information tools and material provided; quality of online content improved

<i>Performance indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
1. DG visits and bilateral meetings in/with Member States coordinated	<ul style="list-style-type: none"> – <i>Better follow-up action</i>
2. Plenary meetings of established groups of MS organized with the support of the Secretariat	<ul style="list-style-type: none"> – <i>20 meetings organized</i>
3. Orientation Seminars for new Permanent Delegations organized	<ul style="list-style-type: none"> – <i>7 seminars</i>

Expected Result 2: Contribution of National Commissions to the implementation and review of UNESCO's programmes at different levels improved and made more effective through regular consultations, interactions and capacity-building activities

<i>Performance indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
1. Interregional meeting for strengthening the operational capacities of NatComs organized annually	– <i>Number of countries supported increased. Number of participants – 150</i>
2. Annual Report of National Commissions published and other communication tools established/produced	– <i>In addition to the annual report, improvements of the online database of NatComs</i>

Expected Result 3: UNESCO's involvement in the United Nations system enhanced and its lead role in key areas emphasized; cooperation with intergovernmental organizations reinforced in UNESCO areas of competence, especially through memorandums of understanding; networks of NGOs in official partnership with UNESCO revitalized, renewed and widened, and its visibility increased

<i>Performance indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
1. Number of new NGOs entering into official partnership from regions underrepresented	– <i>Ratio 75/25</i>
2. Number of events organized in cooperation with the NGO-UNESCO Liaison Committee on UNESCO's priorities themes or for celebrating international days	– <i>8 events</i>
3. Regular screenings of partnerships undertaken and recommendations implemented	– <i>Further improvement of the new database platform (with updated information available online)</i>
4. Inclusion of UNESCO and its core competencies in UN meetings, documents and decisions	– <i>UNESCO's specific strategic role in the implementation of the post-2015 development agenda more widely recognized</i>
5. Timely preparation of UNESCO's contribution to SG's reports to the General Assembly, the ECOSOC and other UN inter-agency mechanisms and governing bodies	– <i>Quality of UNESCO's contribution to UN reports recognized by Members States</i>

Expected Result 4: UNESCO's activities and priorities given increased and more positive coverage in leading national and international media outlets inducing better knowledge of UNESCO's mission and mandate by the media

<i>Performance indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
1. Number of articles in global news media in which UNESCO is mentioned (227,000 sources); and the number of articles in which UNESCO is mentioned in the title or first paragraph in the top 10 percent of news sources (9,429 sources)	– 40,000 or more articles about UNESCO, with a variety of tools and methods to be used to make UNESCO more visible in top tier mainstream news outlets and broadcast media

Expected Result 5: Visibility of UNESCO enhanced through increased use of UNESCO's audiovisual materials (including videos and photos) by social media, mainstream television and other multimedia information sources

<i>Performance indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
1. Number of B-rolls and photos downloaded from UNESCO's multimedia pages	– 500 downloads
2. Consultation of the web site (Multimedia webpage and Youtube)	– 7 million
3. Number of photographs of UNESCO events distributed and/or ordered online	– 25,000 photographs

Expected Result 6: Shift to open access publishing for UNESCO-produced content ensured; publications programme enhanced through strategic publishing projects with key partners; UNESCO branding and merchandizing capacities improved, with a better evaluation of the impact of UNESCO's name and logo, and an improved strategy for their use

<i>Performance indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
1. Increased number of downloads	– 10 million downloads
2. Increased number of translations and adaptations of UNESCO publications	– 85
3. Increase in number of press articles, on-line sourcing and blogs concerning UNESCO Publications	– 350
4. Increase in number of co-branding partnerships	– 45
5. Annual Report in more language versions and with a web-based version	– Annual Report in 6 official languages

Expected Result 7: Dissemination of knowledge and information facilitated via the integrated web content management platform and social media channels in multiple languages promoting UNESCO priorities and activities

<i>Performance indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
<p>1. All Field Offices websites migrated into the UNESCO integrated platform. All Sectors and Programmes migrated into the UNESCO Integrated platform</p>	<ul style="list-style-type: none"> - <i>Improved web integrated content management platform</i> - <i>Disposal and archiving of obsolete content.</i> - <i>Enhanced Inter-sectoral and Field Offices content creation via the web integrated platform</i>
<p>2. Increase in our global audience of online users and followers being up to date with current trends of communication technologies (web social media and mobile communication)</p>	<ul style="list-style-type: none"> - <i>Accomplishment of a significant growth in UNESCO web communication channels.</i> - <i>Optimization of the communication language to reach a wider audience</i>
<p>3. Significant increase of content created and translated into all UNESCO official languages from Headquarters and Field Offices. Protocol for quality assurance of the decentralized content and translation</p>	<ul style="list-style-type: none"> - <i>Content creation and translation easily provided by both Headquarters and Field Offices</i> - <i>Harmonization and improved coordination between content providers</i>

II.C – Participation Programme and Fellowships

For the following chapters, the proposed budgets under the \$653M and \$667M scenarios are the same.

Part II.C – 1

	Regular Budget							Total 38 C/5 Proposed – \$653M/ \$667M	Extra-budgetary Resources ⁽¹⁾
	37 C/5 Approved	Comparative Transfers In/ (Out)	37 C/5 Approved as adjusted	Recosting/ Technical Adjustment	Lapse Factor Adjustment (0% to 5%)	38 C/5 Increase/ (Decrease) in real terms			
	\$	\$	\$	\$	\$	\$	\$	\$	
Participation Programme and Fellowships									
Operational budget	16 888 000	–	16 888 000	376 300	–	(421 400)	16 842 900	–	
Staff budget	1 917 000	–	1 917 000	48 000	(82 300)	(319 900)	1 562 800	–	
Total, Part II.C	18 805 000	–	18 805 000	424 300	(82 300)	(741 300)	18 405 700	–	

For detailed explanations of the columns shown above, please refer to the “Technical note on budgeting methodologies used in the Draft Programme and Budget for 2016-2017 (38 C/5)” under Technical Note and Annexes.

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

Part II.C – 2

Items of Expenditure	Regular Budget			Total 38 C/5 Proposed \$653M/\$667M	Extrabudgetary Resources ⁽¹⁾
	Operational budget	Staff budget			
	\$	\$	\$	\$	
Participation Programme and Fellowships					
I. Staff (established posts after restructuring)		1 562 800		1 562 800	–
II. Other costs:					–
Temporary assistance	15 000			15 000	
Staff Mission Costs	20 000			20 000	
Consultants and Experts Costs	15 000			15 000	
Contracted Services	20 000			20 000	
Supplies, Consumables & Other Running Costs	20 000			20 000	
Furniture and equipment	20 000			20 000	
Other Expenses	–			–	
Financial contributions (PP)	15 832 900			15 832 900	
Fellowships and Grants (FEL)	900 000			900 000	
Total, Participation Programme and Fellowships	16 842 900	1 562 800		18 405 700	–

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

The following text contains all the expected results of the 37 C/5 Approved, as revised to reflect the \$653 million scenario. It also includes, when relevant, revised parts of the narrative text of document 37 C/5 Approved.

Chapter 1 – Participation Programme

Expected Result 1: Programme management significantly improved to ensure greater transparency, strengthen accountability mechanisms, promote the Organization's image, increase the impact of its action and give effective priority to Africa and to other priority target countries (LDCs, SIDS, developing countries and post-conflict and post-disaster countries).

<i>Performance indicator</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
1. Increased number of PP submitted requests accurately formulated and presented	– Increased number of approved projects in favor of the countries in need, in particular Africa, LDCs, SIDS and developing countries

Chapter 2 – Fellowships Programme

Expected Result 1: Thematic areas aligned to strategic objectives of the Organization. Fellowship beneficiaries (in particular from Africa and LDCs) empowered in programme priority areas through sharing of knowledge and upgrading of skills at the graduate and postgraduate levels.

<i>Performance indicator</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
1. Dispatch of Announcement Letters, reception of candidatures	– 1,050 fellowships with more in favor of beneficiaries from Africa and LDCs

Part III – Corporate Services

For the following chapters, the proposed budgets under the \$653M and \$667M scenarios are the same.

Part III – 1

Corporate Services	Regular Budget						Total 38 C/5 Proposed - \$653M/ \$667M	Extra- budgetary Resources ⁽¹⁾
	37 C/5 Approved	Comparative Transfers In/ (Out)	37 C/5 Approved as adjusted	Recosting/ Technical Adjustment	Lapse Factor Adjustment (0% to 5%)	38 C/5 Increase/ (Decrease) in real terms		
	\$	\$	\$	\$	\$	\$	\$	\$
A. Human resources management								
1. Human resources management								
Operational budget	5 088 000	–	5 088 000	155 600	–	316 000	5 559 600	–
Staff budget	13 935 000	658 000	14 593 000	483 200	(729 500)	(486 200)	13 860 500	530 400
2. Corporate-wide training and development of staff	1 000 000	–	1 000 000	30 600	–	969 400	2 000 000	–
3. Contribution to the Medical Benefits Fund (MBF) for Associate Participants and administrative costs	12 000 000	–	12 000 000	–	–	–	12 000 000	–
Total, Part III.A	32 023 000	658 000	32 681 000	669 400	(729 500)	799 200	33 420 100	530 400
B. Financial management								
1. Financial Management								
Operational budget	760 000	–	760 000	40 500	–	202 700	1 003 200	–
Staff budget	13 717 000	–	13 717 000	298 000	(707 100)	127 000	13 434 900	4 140 400
2. Corporate-wide insurance premiums	378 000	(378 000)	–	–	–	–	–	–
Total, Part III.B	14 855 000	(378 000)	14 477 000	338 500	(707 100)	329 700	14 438 100	4 140 400
C. Management of support services								
1. Management and coordination of Support Services and Procurement								
Operational budget	224 000	–	224 000	7 400	–	16 400	247 800	–
Staff budget	3 636 000	–	3 636 000	121 000	(194 900)	140 100	3 702 200	–
Total, Part III.C.1	3 860 000	–	3 860 000	128 400	(194 900)	156 500	3 950 000	–
2. Management of languages and documents								
Operational budget	1 145 000	(20 000)	1 125 000	37 000	–	1 235 300	2 397 300	550 000
Staff budget	20 581 000	(1 293 000)	19 288 000	618 100	(782 300)	(4 261 000)	14 862 800	1 778 800
Total, Part III.C.2	21 726 000	(1 313 000)	20 413 000	655 100	(782 300)	(3 025 700)	17 260 100	2 328 800
3. Management of facilities, security and safety, conferences and cultural events								
Operational budget	5 597 000	398 000	5 995 000	205 900	–	4 150 200	10 351 100	95 900
Staff budget	15 615 000	712 000	16 327 000	412 300	(768 800)	(1 364 200)	14 606 300	8 033 000
Total, Part III.C.3	21 212 000	1 110 000	22 322 000	618 200	(768 800)	2 786 000	24 957 400	8 128 900
Total, Part III.C – Operational budget	6 966 000	378 000	7 344 000	250 300	–	5 401 900	12 996 200	645 900
Total, Part III.C – Staff budget	39 832 000	(581 000)	39 251 000	1 151 400	(1 746 000)	(5 485 100)	33 171 300	9 811 800
Total, Part III.C	46 798 000	(203 000)	46 595 000	1 401 700	(1 746 000)	(83 200)	46 167 500	10 457 700

For detailed explanations of the columns shown above, please refer to the “Technical note on budgeting methodologies used in the Draft Programme and Budget for 2016-2017 (38 C/5)” under Technical Note and Annexes.

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

Corporate Services	Regular Budget						Total 38 C/5 Proposed - \$653M/ \$667M	Extra- budgetary Resources ⁽¹⁾
	37 C/5 Approved	Comparative Transfers In/ (Out)	37 C/5 Approved as adjusted	Recosting/ Technical Adjustment	Lapse Factor Adjustment (0% to 5%)	38 C/5 Increase/ (Decrease) in real terms		
	\$	\$	\$	\$	\$	\$	\$	\$
D. Management of information systems and communications								
Operational budget	1 412 000	-	1 412 000	46 400	-	846 400	2 304 800	-
Staff budget	10 367 000	-	10 367 000	370 000	(488 600)	(965 900)	9 282 500	819 000
Total, Part III.D	11 779 000	-	11 779 000	416 400	(488 600)	(119 500)	11 587 300	819 000
Operational budget	27 604 000	-	27 604 000	523 400	-	7 736 400	35 863 800	645 900
Staff budget	77 851 000	77 000	77 928 000	2 302 600	(3 671 200)	(6 810 200)	69 749 200	15 301 600
Total, Part III	105 455 000	77 000	105 532 000	2 826 000	(3 671 200)	926 200	105 613 000	15 947 500

For detailed explanations of the columns shown above, please refer to the "Technical note on budgeting methodologies used in the Draft Programme and Budget for 2016-2017 (38 C/5)" under Technical Note and Annexes.

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

Part III – 2

Items of Expenditure	Regular Budget			Extrabudgetary Resources ⁽¹⁾
	Operational budget	Staff budget	Total 38 C/5 Proposed - \$653M/\$667M	
	\$	\$	\$	
A. Human resources management				
I. Staff (established posts)		13 860 500	13 860 500	530 400
II. Other costs:				-
Temporary assistance	10 000		10 000	
Overtime	-		-	
Participants (delegates) travel	11 250		11 250	
Staff Mission Costs	177 250		177 250	
Consultants and Experts Costs	144 000		144 000	
Contracted Services	1 529 700		1 529 700	
External Training, Grants and Other Transfers	246 000		246 000	
Supplies, Consumables & Other Running Costs	453 400		453 400	
Other Expenses	6 000		6 000	
Young Professionals Programme (Appointment and travel expenses) ⁽²⁾	100 000		100 000	
III. Sums administered by the Bureau of Human Resources Management on behalf of the Organization as a whole:				
Training	2 000 000		2 000 000	
Contribution to the Medical Benefit Fund (MBF) for Associate Participants and administrative costs	12 000 000		12 000 000	
MBF claims processing & notariat	2 300 000		2 300 000	
Staff Compensation Plan	129 600		129 600	
Contribution to Staff associations	72 400		72 400	
Contribution to the Association of Retired Staff Members (AAFU)	30 000		30 000	
JCU (Children's club and Day Nursery)	350 000		350 000	
Total, Part III.A	19 559 600	13 860 500	33 420 100	530 400
B. Financial management				
I. Staff (established posts)		13 434 900	13 434 900	4 140 400
II. Other costs:				-
Temporary assistance	50 000		50 000	
Staff Mission Costs	100 000		100 000	

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

(2) YPP will be assigned directly to the Sector/Bureau' posts created accordingly.

Items of Expenditure	Regular Budget			Extrabudgetary Resources ⁽¹⁾
	Operational budget	Staff budget	Total 38 C/5 Proposed - \$653M/\$667M	
	\$	\$	\$	
Consultants and Experts Costs	50 000		50 000	
Contracted Services	120 000		120 000	
External Training, Grants and Other Transfers	100 100		100 100	
Supplies, Consumables & Other Running Costs	583 100		583 100	
Other Expenses	-		-	
Total, Part III.B	1 003 200	13 434 900	14 438 100	4 140 400
C. Management of support services				
Chapter 1 Management and coordination of Support Services and Procurement				
I. Staff (established posts)		3 427 600	3 427 600	-
II. Other costs:				-
Temporary assistance	10 000		10 000	
Staff Mission Costs	8 000		8 000	
Consultants and Experts Costs	-		-	
Contracted Services	20 000		20 000	
External Training, Grants and Other Transfers	-		-	
Supplies, Consumables & Other Running Costs	129 800		129 800	
Other Expenses	-		-	
III. Sums administered on behalf of the Organization as a whole:				
Secretariat of the Appeals Board	80 000	274 600	354 600	
Total, Chapter 1	247 800	3 702 200	3 950 000	-
Chapter 2 Management of languages and documents				
I. Staff (established posts)		14 862 800	14 862 800	1 778 800
II. Other costs:				550 000
Temporary assistance	222 600		222 600	
Staff Mission Costs	8 000		8 000	
Consultants and Experts Costs	-		-	
Contracted Services	139 000		139 000	
External Training, Grants and Other Transfers	-		-	
Supplies, Consumables & Other Running Costs	1 862 700		1 862 700	
Other Expenses	-		-	
Expedition charges	165 000		165 000	
Total, Chapter 2	2 397 300	14 862 800	17 260 100	2 328 800
Chapter 3 Management of facilities, security and safety, conferences and cultural events				
I. Staff (established posts)		14 606 300	14 606 300	8 033 000
II. Other costs:				95 900
Temporary assistance	154 700		154 700	
Overtime	400 000		400 000	
Staff Mission Costs	10 000		10 000	
Consultants and Experts Costs	-		-	
Contracted Services	-		-	
External Training, Grants and Other Transfers	-		-	
Supplies, Consumables & Other Running Costs	348 900		348 900	
Other Expenses	410 000		410 000	
Headquarters Security	3 727 500		3 727 500	
Maintenance, conservation and renovation of buildings and infrastructures	5 300 000		5 300 000	
Total, Chapter 3	10 351 100	14 606 300	24 957 400	8 128 900
Total, Part III.C	12 996 200	33 171 300	46 167 500	-
D. Management of information systems and communications				
I. Staff (established posts)		9 282 500	9 282 500	819 000
II. Other costs:				-
Temporary assistance	97 500		97 500	
Staff Mission Costs	40 000		40 000	
Consultants and Experts Costs	-		-	
Contracted Services	1 158 500		1 158 500	

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

(2) YPP will be assigned directly to the Sector/Bureau' posts created accordingly.

Items of Expenditure	Regular Budget			Extrabudgetary Resources ⁽¹⁾
	Operational budget	Staff budget	Total 38 C/5 Proposed - \$653M/\$667M	
	\$	\$	\$	
External Training, Grants and Other Transfers	50 000		50 000	
Supplies, Consumables & Other Running Costs	358 800		358 800	
Other Expenses	600 000		600 000	
Total, Part III.D	2 304 800	9 282 500	11 587 300	819 000
Total, Part III	35 863 800	69 749 200	105 613 000	15 947 500

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

III.A – Human resources management

The following text contains all the expected results of the 37 C/5 Approved, as revised to reflect the \$653 million scenario. It also includes, when relevant, revised parts of the narrative text of document 37 C/5 Approved.

Expected Result 1: Action plan for the human resources management strategy for 2011-2016 implemented

<i>Performance indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
1. Priority actions implemented	– <i>HR management strategy for 2011/2016 fully implemented; new strategy developed</i>
2. Streamlined staffing process implemented including mobility	– <i>The recruitment process will be further streamlined with the roll out of the e-recruitment tool in the Field Offices</i> – <i>The geographical mobility programme will be implemented in a global manner</i>
3. Succession planning mechanism implemented	– <i>Succession planning mechanism implemented</i>
4. Competency-based interviews	– <i>Competency Based interviews developed and implemented</i>
5. Efficient and timely recruitment	– <i>By the end of 2017, the majority of posts will be filled</i> – <i>The recruitment process will be further streamlined with the roll out of the e-recruitment tool in the Field Offices</i>
6. Geographical balance improved	– <i>% of represented countries increased as well as % of normally represented countries</i> – <i>Outreach efforts stepped up, targeted recruitment campaigns conducted</i>
7. Gender balance improved at senior management level	– <i>% of women at D and above level increased</i> – <i>Leadership and managerial programmes for mid to senior level women staff</i>
8. Efficient and timely process of staff administrative actions ensured	– <i>Staff administrative actions process reviewed and streamlined</i> – <i>Workflows developed and implemented in support of cost efficiency</i> – <i>Service Level Agreements implemented</i>

Expected Result 2: Culture of deliverables within performance Management fostered in support of programme delivery and career development

<i>Performance indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
1. Corporate learning plan implemented; Learning and development commission reviewed	– <i>Corporate learning plan implemented; Learning and development commission reviewed</i>
2. Performance Management System implemented with a high compliance rate	– <i>Above 80% compliance rate</i> – <i>180 degree performance feedback for supervisors implemented</i>
3. Targeted staff equipped with required skills and competencies for effective programme delivery	– <i>E-learning tools/courses continue to be developed in support of programme delivery</i> – <i>Programme Specialists and Senior Level Staff trained</i>
4. Recognition system for outstanding performance implemented	– <i>Individual and team performance programme implemented</i>

Expected Result 3: Effective and financially sound social security schemes for staff ensured

<i>Performance indicator</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
1. New MBF Governance Structure introduced and follow-up ensured in line with the General Conference Resolution	– <i>Administrative Circular and Circular on nominations to Advisory Board issued</i> – <i>From an organizational-wide perspective, set aside funding for ASHI liability</i>
2. Review of MBF rules & procedures to ensure cost-effective and efficient MBF management, drawing on the outcomes of the major UN system-wide review of health insurance/ASHI	– <i>Charge for ASHI purposes imposed on extrabudgetary projects which involve staff registered in MBF</i> – <i>Review of IT and related processes and procedures to simplify/streamline</i>
3. Improve existing methods of work and foster new solutions based on improved team work	– <i>Rationalize the administrative processes</i> – <i>Extend computerized and electronic tools with a view to improve the quality of services and productivity</i>

III.B – Financial management

The following text contains all the expected results of the 37 C/5 Approved, as revised to reflect the \$653 million scenario. It also includes, when relevant, revised parts of the narrative text of document 37 C/5 Approved.

11001 BFM is a corporate service reporting directly to the Director-General and managed by the Chief Financial Officer (CFO). Activities relating exclusively to Field Operations and for direct administrative support to programmes are budgeted within Part II.

11002 Bureau of Financial Management's operations were realigned in 2012 into four areas: provision of financial and accounting services; monitoring and reporting of financial performance; developing financial policies and processes and monitoring compliance to them; and the provision of administrative support to Field Operations (FOS) and to other Sectors and Bureaux (AO platforms). In 2013 BFM integrated responsibility for the development and monitoring of contracting/procurement policy along with operational support to offices in the field in its application and management of their contracts.

11004 Its main responsibilities are to facilitate informed decision making and safeguarding the organisation's assets by:

- Monitoring and analytical reporting of financial performance and risks to programme implementers, senior managers and governing bodies; and the preparation of programme expenditure reports, donor financial reports and IPSAS compliant financial statements.
- Reinforcing internal controls systems through the assessment of financial risks; development of financial management policies; and monitoring of compliance in implementation including 'One Stop Shop' activities which provide assurance on high value and high risks contracts.
- Provision of accounting services including maintenance of proper financial records; custody and investment of funds in accordance with the Investment policy of the organisation; payroll services; management of bank accounts and banking services, foreign, exchange and credit risk.
- Updating financial management policies, procedures and processes to adopt best practices, build efficiency and reduce administrative time and cost, and providing training and guidance to programme and administrative staff.
- Coordinating external audits/financial verifications, and providing support on financial management aspects of donor accreditations and framework agreements.
- Providing Administrative Office services to Sectors and Bureaux and backstopping Field Offices.
- Monitoring and administration of operating budgets of Field Offices.
- Engaging in the UN wide systems reform process on financial and budgetary matters as well as the harmonisation of business practices.

Expected Result 1: Informed decision-making improved by building capacity for financial management

<i>Performance indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
1. Regular analytical financial performance reports provided for Governing Bodies, SMT, programme implementers and fund providers	<p><i>Timely production of:</i></p> <ul style="list-style-type: none"> – <i>Monthly SMT, AO and Field Office Financial Management Dashboards</i> – <i>Six monthly Executive Board Management Chart on programme execution</i> – <i>BFM quarterly monitoring reports on project/programme financial performance</i>
2. Training in financial management for programme and administrative staff	<ul style="list-style-type: none"> – <i>All AOs and Programme Specialists trained</i> – <i>25 identified for Training of Trainers to provide regional support and training</i>
3. Principle based approach to policy guidance	<ul style="list-style-type: none"> – <i>Reduction in number of derogation requests</i>
4. Annual IPSAS compliant financial statements	<ul style="list-style-type: none"> – <i>Production of annual IPSAS complaint financial statements with DG report on financial performance</i>

Expected Result 2: Shift from a culture of control to accountability ensured, rendering programme delivery autonomous and with increased confidence in the Organization's ability to implement a robust internal control environment

<i>Performance indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
1. Risk based accountability framework developed incorporating delegation of authority and accountability in financial management to Field Offices and Sectors	<ul style="list-style-type: none"> – <i>Production and implementation of risk based accountability framework and revised table of delegation of authority</i>
2. Internal and External Audit Recommendations on financial management issues implemented within 12 months	<ul style="list-style-type: none"> – <i>75% of Internal and External Audit Recommendations on financial management issues implemented within 12 months</i>
3. Monitoring and compliance framework documented and implemented	<ul style="list-style-type: none"> – <i>Monitoring framework implemented</i> – <i>Annual compliance work conducted</i>
4. Reduction in level of risks identified in control areas	<ul style="list-style-type: none"> – <i>25% reduction in control points of the relevant frameworks identified as noncompliant</i> – <i>Annual Self Assessments of Internal Controls: scores of rating 1 and 2 in all areas are above 95%</i>
5. Unqualified annual audit opinion on financial statements	<ul style="list-style-type: none"> – <i>Unqualified annual audit opinion</i>

Expected Result 3: Capacity strengthened by building centres of financial management competence in proximity to where UNESCO's operations are implemented, with cost-effective processes and reduced administrative time

<i>Performance indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
<p>1. Facilitating programme delivery by meeting Service Level of Agreements for accounting and financial services and through harmonisation of business practices within the UN wide systems reform</p>	<ul style="list-style-type: none"> - <i>BFM dashboard to include report on implementation of service standards for financial, budget management and accounting services</i> - <i>Harmonisation of business practices by engaging in the UN wide systems reform process on financial and budgetary matters</i>
<p>2. Resource a network of appropriately skilled financial management staff within the Field Offices, Institutes and Headquarters</p>	<ul style="list-style-type: none"> - <i>No more than 5% of AO and administrative platform posts vacant</i> - <i>Establish a career development path for AOs and BFM staff</i>
<p>3. Reduction in administrative time in financial management processes for human resources, procurement and project management</p>	<ul style="list-style-type: none"> - <i>25% reduction in administrative time through business process simplification in collaboration with KMI</i>

Part III.C – Management of support services

The following text contains all the expected results of the 37 C/5 Approved, as revised to reflect the \$653 million scenario. It also includes, when relevant, revised parts of the narrative text of document 37 C/5 Approved

12001 The Bureau of Management of Support Services is to ensure effective support for the implementation of UNESCO's programmes in the areas of procurement, telecommunications, meetings, conferences, languages, documents, facilities management and security.

12003 The paramount objective is to achieve greater efficiency, by introducing new ways of delivering support services, by introducing more streamlined, efficient and leaner related operational structures.

Expected Result 1: Greater efficiencies and value for money achieved

<i>Performance indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
1. Enable common goods procurement and contract management	– <i>Best value for money achieved through Long Term Agreements (LTAs) for the procurement of common goods and services</i>
2. Sustainability management and greening initiatives integrated within UNESCO Headquarters operational practices	– <i>Sustainable management indicators developed for all operational activities and Headquarters Greenhouse gas emissions reduced</i>

Chapter 2 – Management of languages and documents

Expected Result 2: Multilingualism and quality assurance of translation and document services ensured

<i>Performance indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
1. Enable translation and document services management	– <i>Improve client satisfaction through timeliness in the quality and the issuance of documents</i>
2. Enable performance measurement of the translation and document services	– <i>Enhance sense of accountability and responsibility through Service Level Agreements (SLAs) for translation and document services</i>
3. Efficiency and cost effectiveness of translation and documents operations	– <i>Enhance efficiency of the electronic workflow and full cost recovery</i>

Chapter 3 – Management of facilities, security and safety, conferences and cultural events

12019

The Security service ensures a safe and secure working environment at Headquarters and in the field with due regard to the United Nations Minimum Operating Security Standard so to, the best possible extent, minimize related risks.

Expected Result 3: Safe, secure, ergonomic, and more accessible work environment ensured

<i>Performance indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
1. Continued operation of technical facilities and installations at Headquarters ensured and risks minimized	– <i>Maintenance, conservation and renovation of premises, related to safety, hygiene and business continuity, improved at acceptable level of compliance</i>
2. Safety and security measures at Headquarters and in the field assessed and updated to current situation and risks	– <i>Operations of the security and safety installations improved at stricter level at Headquarters and in the field</i>
3. Enable conferences, meetings and cultural events at Headquarters and in the field in case of statutory meetings management	– <i>Best practices in conferences and cultural events management applied, client satisfaction improved and conference and cultural events spaces improved at stricter levels of compliance and capacity utilization at Headquarters maximized</i>

Part III.D – Management of information systems and communications

The following text contains all the expected results of the 37 C/5 Approved, as revised to reflect the \$653 million scenario. It also includes, when relevant, revised parts of the narrative text of document 37 C/5 Approved.

13001 Within the framework of the Knowledge Management (KM) and Information and Communication Technologies (ICT) strategy, it is foreseen to manage the Organization's ICT infrastructure, applications, audio/video-conferencing tools, the electronic records, and the Organization's Archives, Library and documentary database (UNESDOC) within the available resources towards a set of crucial and basic priorities to ensure the sustainability of the functioning of the existing infrastructure and systems. The paramount objective is to enable programme delivery through the provision of ICT and information, library, archives and records management services that match the needs of the Organization.

13002 There is specific focus on ensuring cost-effective maintenance and management of infrastructure and applications for which the following possibilities are being pursued:

- Decentralization of operational work to lower cost countries;
- Outsourcing modalities where applicable;
- Close cooperation within UN system to reuse solutions or jointly procure;
- Simplification of the KM & ICT architecture to bring down maintenance cost.

13003 Priority is given to enabling business continuity and enhancing services through new functionalities and tools that can meet the evolving demands of the Organization. In this regard, particular attention will be placed on the improvement of communications systems and collaborative tools as well as connectivity with Field units and to support programme implementation by ensuring proper delivery and accurate appliance of policy and rules.

Expected Result 1: Programme delivery enabled

<i>Performance indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
<p>1. Availability of infrastructure including email and internet services, disaster recovery and policies and standards implemented</p>	<ul style="list-style-type: none"> – <i>Availability of infrastructure ensured</i> – <i>Enhanced global IT operations</i> – <i>Implemented business continuity plan and disaster recovery facility</i> – <i>Additional cyber security measures implemented</i> – <i>Telephone system replaced (additional extrabudgetary funds required)</i>

<i>Performance indicators</i>	<i>Targets for 2017 38 C/5 ZNG Budget \$653M</i>
<p>2. Access and preservation of institutional memory ensured</p>	<ul style="list-style-type: none"> - <i>Digital preservation strategy in place</i> - <i>Electronic archiving rolled out to the Field</i> - <i>Digitization of and online access to all documents of the governing bodies since 1945 and selected historical multimedia event</i>
<p>3. New technologies proposed with clear benefits for programme delivery</p>	<ul style="list-style-type: none"> - <i>Integrated conferencing and instant messaging solution</i> - <i>New mobility features introduced</i> - <i>Field Office communications integrated</i>

Reserves for staffing adjustments and for the After Service Health Insurance long-term liability (ASHI)

For this chapter the proposed budgets under the \$653M and \$667M scenarios are the same.

Recosting for staffing adjustments and ASHI

	Regular Budget						Total 38 C/5 Proposed – \$653M/\$667M	Extra-budgetary resources ⁽¹⁾
	37 C/5 Approved	Comparative Transfers In/ (Out)	37 C/5 Approved as adjusted	Recosting/ Technical Adjustment	Lapse Factor Adjustment (0% to 5%)	38 C/5 Increase/ (Decrease) in real terms		
	\$	\$	\$	\$	\$	\$	\$	\$
Reserve for Staffing Adjustments (post classification and agreed separations)	1 300 000	–	1 300 000	–	–	1 700 000	3 000 000	–
Reserve for After Service Health Insurance Longterm Liability (ASHI)	–	–	–	–	–	3 748 000	3 748 000	–

For detailed explanations of the columns shown above, please refer to the “Technical note on budgeting methodologies used in the Draft Programme and Budget for 2016-2017 (38 C/5)” under Technical Note and Annexes.

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

The reserve for staffing adjustments is provided in order to cover the costs of reclassification of posts and of agreed separation schemes, as applicable during the biennium. This reserve is provided at an amount of \$3,000,000.

It should also be noted that UNESCO maintains a health insurance scheme which provides medical coverage to active and retired staff members. In line with other United Nations agencies of the common system, staff members who have completed ten years of participation in the medical scheme and reached the minimum age of fifty-five at the time of retirement are eligible to opt for the after-service health insurance scheme (ASHI). The provision of \$3,748,000 million has been set aside to meet the ASHI liability, equivalent to 1% of the staff costs in line with 37 C/Resolution 85 which “*Envisages* the possibility of establishing a charge of 1% of total staff costs across all funding sources with effect from 1 January 2016 as funding for ASHI liability in respect of active staff members, subject to the continuing application of a realistic lapse factor as part of the budgeting techniques”.

Part IV – Loan Repayments for the Renovation of the Headquarters Premises and the IBE Building

For this chapter the proposed budgets under the \$653M and \$667M scenarios are the same.

Part IV

	Regular Budget						Total 38 C/5 Proposed – \$653M/ \$667M	Extra-budgetary resources ⁽¹⁾
	37 C/5 Approved	Comparative Transfers In/ (Out)	37 C/5 Approved as adjusted	Recosting / Technical Adjustment	Lapse Factor Adjustment (0% to 5%)	38 C/5 Increase/ (Decrease) in real terms		
	\$	\$	\$	\$	\$	\$	\$	\$
Loan Repayments for the Renovation of the Headquarters Premises and the IBE Building	14 074 000	–	14 074 000	8 400	–	–	14 082 400	–

For detailed explanations of the columns shown above, please refer to the “Technical note on budgeting methodologies used in the Draft Programme and Budget for 2016-2017 (38 C/5)” under Technical Note and Annexes.

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

For the 38 C/5 document, Part IV includes a provision of \$14,082,400, reflecting the amount needed during 2016-2017 for the repayments of the Headquarters renovation plan (“Belmont Plan”) loan of \$13,784,000 and the UNESCO International Bureau of Education building loan of \$298,400.

Part V – Anticipated Cost Increases

For this chapter, the proposed budgets under the \$653M and \$667M scenarios are the same.

Part V

	Regular Budget						Total 38 C/5 Proposed – \$653M/ \$667M	Extra- budgetary resources ⁽¹⁾
	37 C/5 Approved	Comparative Transfers In/ (Out)	37 C/5 Approved as adjusted	Recosting/ Technical Adjustment	Lapse Factor Adjustment (0% to 5%)	38 C/5 Increase/ (Decrease) in real terms		
	\$	\$	\$	\$	\$	\$	\$	
Anticipated Cost Increases	13 041 000	–	13 041 000	628 300	–	(8 392 300)	5 277 000	

For detailed explanations of the columns shown above, please refer to the “Technical note on budgeting methodologies used in the Draft Programme and Budget for 2016-2017 (38 C/5)” under Technical Note and Annexes.

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

In accordance with the budgeting techniques approved in 37 C/Resolution 92, the costs of staff and goods and services for Parts I-IV of the budget have been calculated on the basis of cost estimates as at 31 December 2015. Statutory and inflationary increases and technical adjustments that are expected to occur during the 2016-2017 biennium are not included in Parts I-IV, but are set out separately under Part V of the budget.

The provision for anticipated cost increases for the 2016-2017 biennium amounts to \$5,277,000. The use of appropriations under this part of the budget is subject to the prior approval of the Executive Board.



United Nations
Educational, Scientific and
Cultural Organization

2016-2017

38 C/5

ADDENDUM 1

TECHNICAL NOTE
AND ANNEXES





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Educational, Scientific and
Cultural Organization

2016-2017

38 C/5

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Published in 2015
by the United Nations Educational,
Scientific and Cultural Organization
7, Place de Fontenoy, 75352 PARIS 07 SP

Composed and printed in the workshops of UNESCO

Cover photo: © Shutterstock/Godruma

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Printed in France

Contents

38 C/5 Draft – Addendum 1 – Technical Note and Annexes

	Page
I – Technical note on budgeting methodologies used in the Draft Programme and Budget for 2016-2017 (38 C/5)	5
II – Annexes	
Annex I – Budget summary by main line of action of regular and extrabudgetary resources	35
Annex II – Summary of regular programme established posts by grade category: comparison between 37 C/ Approved and 38 C/5 proposed	41
Annex III – Summary of decentralization by region List of field offices (excluding UNESCO institutes and centres)	47
Annex IV – UNESCO Corporate Rolling Evaluation Plan (2014-2017)	60
Annex V – Regular budget summary by main object of expenditure	62
Annex VI – Summary of extrabudgetary operational projects	64
Annex VII – Summary of self-financing funds (extrabudgetary)	67

Technical note on budgeting methodologies used in the Draft Programme and Budget for 2016-2017 (38 C/5)

Draft 38 C/5 based on a: Zero Nominal Growth (ZNG) ceiling of \$653 million; and a Zero Nominal Growth Plus (ZNG+) ceiling of \$667 million

T001 The Director-General presented in her preliminary proposals for the Draft 38 C/5 (195 EX/13 and 195 EX/13.INF) a general description of the methods, techniques and practices that would be applied when preparing the Draft Programme and Budget for 2016-2017. The document also presented for information purposes, estimates of the Zero Real Growth (ZRG) budget requirements based on the latest information available to the Secretariat at that time.

T002 In addition, three scenarios for the budget ceilings for the Draft 38 C/5 were presented in the preliminary proposals:

- The first scenario corresponded to a **Zero-real growth (ZRG) budget ceiling of \$681.8 million**, which was \$28.8 million higher than the 37 C/5 Approved. However, this additional amount (commonly referred to as the ZRG requirement) does not represent a real increase in resources, as it is only sufficient to cover inflation and the increases in statutory costs and technical adjustment items that occur from one biennium to the next. In this light, a ZRG ceiling would only allow the Organization to maintain the same purchasing power as it has in the 37 C/5 Approved.
- The second scenario presented a **Zero-nominal growth (ZNG) scenario of \$653 million**. In this scenario the Organization maintains the same approved budget ceiling as it had in the 37 C/5. However, this inherently means that the Organization would have to absorb the totality of the inflation and statutory increases by reducing its structure and level of activities further. However, in light of the drastic cuts that had already been imposed on the Organization since the beginning of the financial crisis (i.e. since 2011), a further real-term reduction of over \$20 million would have a serious effect on the Organization.
- In this regard, the Director-General presented a third scenario, **the ZNG Plus scenario** as a compromise proposal. In this scenario, the budget ceiling would be increased to cover a portion of the ZRG requirement (e.g. by \$14.4 million) to preserve the programmes and to ensure to the extent possible UNESCO's active engagement in the Post-2015 development agenda.

This increase, however, is not sufficient to cover all of the inflation and statutory increases, and therefore the Organization would have to absorb the remaining portion of the ZRG requirements (i.e. \$14.4 million) through additional cost reductions and efficiency gains.

T003

Having examined documents 195 EX/13 and 195 EX/13.INF, the Executive Board, inter alia, requested the Director-General to present to it at its 196th session a draft budget with options based on budget ceilings of **\$653 million** and **\$667 million**, corresponding to the “ZNG” and “ZNG Plus” scenarios respectively.

T004

The Executive Board, further requested the Director-General in 195 EX/Decision 13, paragraph 14, to:

- (a) prepare the draft budget in line with the External Auditor’s specific recommendation that all figures should be evidence-based and rigorously traceable at all stages of the budget process;
- (b) prepare the draft budget based as closely as possible on actual staff costs, taking account of the compensation package changes which have been implemented or are foreseen as a result of International Civil Service Commission (ICSC) decisions and recommendations;
- (c) establish, as from document 38 C/5, a separate resource line specifically to fund within-grade salary increments in the applicable salary scales;
- (d) propose in the draft budget a realistic lapse factor, and provide an explanation of the figure and calculations proposed, taking into account paragraph 3 of 37 C/Resolution 85;
- (e) provide an updated list, with figures, of incompressible costs;
- (f) prepare a report on staff costs with various options for savings, including performance-based within-grade salary increments;
- (g) convey to the International Civil Service Commission (ICSC) the views of Member States that rising staff costs have a considerable budgetary impact on the Organization, and request that ICSC study the impact of their recommendations on the budgets of United Nations common system organizations, particularly in the context of its ongoing comprehensive review of the United Nations common system compensation package;
- (h) include in the draft budget various funding options for the reform and the maintenance of the field network, including from regular programme and extrabudgetary sources, taking into account the findings of the report requested in 194 EX/Decision 4 (IV);
- (i) prepare a report for it at its 196th session on the ongoing and proposed reforms including medium-term, costed, time-bound measures to identify potential resources to strengthen programme implementation, and to submit progress reports annually thereon;
- (j) allocate the programme budget for the \$507 million expenditure plan in line with priorities established by 5 X/EX/Decision 2.

The Executive Board further noted that a revision in the constant dollar rate was envisaged in the preparation of the Draft 38 C/5. As a result of this revision, the budget ceiling appearing in the 38 C/5 Approved would be different from amounts presented in the Draft 38 C/5 (i.e. \$653 million for the ZNG scenario and \$667 million for the ZNG Plus scenario). This is because the portion of the budget and the assessed contributions denominated in euros will be converted to dollars using the revised constant dollar rate. It should be noted however, that the total amount of contributions requested in euros and dollars from all Member States will not be affected by this re-evaluation and will remain the same as in the 37 C/5, other variables remaining equal.

T005 In accordance with the aforementioned decisions, the Director-General presents to the Executive Board for its consideration the Draft 38 C/5 (2016-2017) which includes two scenarios: the first scenario is based on a Zero Nominal Growth (ZNG) budget ceiling of **\$653 million** and the second scenario is based on a Zero Nominal Growth Plus (ZNG+) ceiling of **\$667 million**.

T006 Apart from the modifications requested by the Executive Board in 195 EX/Decision 13, the same budget techniques and methodologies were applied in preparing the Draft 38 C/5 as prescribed in 37 C/Resolution 92. Details of the techniques and assumptions used in preparing the Draft 38 C/5 are provided below in the section entitled “Budgeting techniques”.

T007 Furthermore, additional information concerning various elements of 195 EX/Decision 13 is provided in the following section:

- (a) In accordance with 195 EX/Decision 13.4 referring to a results-based budgeting (RBB) approach, a fundamental change has been introduced in the process of preparing the budget for the five Major Programmes. Under this new process, preliminary workplans were elaborated by all responsible programme specialists at Headquarters and in the Field as important basis for the draft budget, whereas in the past the workplans were created after the adoption of the programmes and budget by the General Conference. The preliminary workplans were prepared with the aim at focusing on the resources required to achieve each expected result, and at providing estimates of operational costs and human resources both under the regular budget and extrabudgetary resources for each activity proposal. The exercise was conducted via an IT tool specifically developed for this purpose. This new RBB process can be characterized by intense bottom-up consultations and enabled each Programme sector to select a coherent portfolio of activities under each expected result.

The Secretariat intends to expand this RBB process to the areas other than the five Major Programmes when preparing the next 39 C/5, by further introducing improvements based on the lessons learned. At the same time it is intended to re-examine how the expected results and the performance indicators can be better defined, and how the programme monitoring and evaluation can be coherently improved, all of which are the key factors for the success of RBB.

- (b) With regard to the request for a budget based as closely as possible on actual staff costs (195 EX/Decision 13.14(b)), the Secretariat determined, after close consultation with the Bureau of Human Resources Management who followed the discussions taking place in the International Civil Service Commission (ICSC), that the total staff costs for 38 C/5 could be reduced by \$6.7 million compared to the ZRG estimates presented in document 195 EX/13. This corresponds to a \$3.7 million reduction in the recosting estimates for Parts I-IV and a \$3 million reduction in Part V. This reduction mainly resulted from elimination of possible increases that were initially foreseen in 2015 concerning the post adjustment for Paris and the pensionable remuneration for the Professional category staff.

As a result, the revised ZRG requirement is currently estimated at \$22.1 million for 2016-2017, instead of \$28.8 million reported previously. The lower recosting requirements have been reflected in the introductory tables of the various chapters in Volume 2 and in Table 2 of this Technical Note.

- (c) With regard to 195 EX/Decision 13.14.c which requests the Director-General to establish, as from document 38 C/5, a separate resource line specifically to fund within-grade salary increments, the Secretariat wishes to note that the costs related to this item is estimated at around \$2 million per biennium, but after a thorough examination of its feasibility and impacts as well as of the

magnitude of the costs involved, the Draft 38 C/5 does not provide a separate budget line for this purpose. A more detailed explanation on this matter is provided at the end of this Technical Note as “Appendix 1”.

- (d) With regard to 195 EX/Decision 13.14.d concerning application of a realistic lapse factor, it should be noted that in the Draft 38 C/5 the Director-General proposes to apply a lapse factor of 5% to the staff costs. This means that the staff costs as a whole will be budgeted at 95% of their estimated costs. The financial impact of this adjustment is shown in the introductory tables of each chapter in Volume 2 and in Table 2 below in a separate column entitled “Lapse Factor Adjustment (0% to 5%)”. The application of such a rate, however, will require a close monitoring of vacant posts, and might necessitate delaying the recruitment of certain posts to allow for an adequate management of the regular budget, while minimizing the impact on programme delivery. A more detailed explanation concerning the lapse factor rate applied and the logic behind the decision is provided at the end of this Technical Note as “Appendix 2”.

Furthermore, in accordance with paragraph 3 of 37 C/Resolution 85, the Draft 38 C/5 includes a provision of \$3.7 million in a separate appropriation line for the After Service Health Insurance (ASHI) long term liability, corresponding to 1% of the staff costs amount.

As a reminder, UNESCO’s Medical Benefit Fund allows employees meeting a set qualifying number of years of service to continue receiving medical coverage upon retirement. According to relevant IPSAS principles, this liability has to be estimated through actuarial valuations and recognized in the financial statements. This actuarial valuation is referred to as the ASHI liability which as at end 2014 was estimated at \$1.2 billion (versus \$826 million in 2013).

To date, UNESCO has mainly been operating under a “pay as you go” system to cover the cost of actual MBF expenses, unlike some UN Agencies which have consistently been setting aside a reserve specifically for this purpose.

The 37th General Conference envisaged the possibility of establishing a charge of 1% of total staff costs across all funding sources with effect from 1 January 2016 as funding for the ASHI liability in respect of active staff members, subject to the continuing application of a realistic lapse factor as part of the budgeting techniques. The Draft 38 C/5 therefore includes the 1% ASHI provision.

While 1% is a symbolic amount compared to the magnitude of the current liability, it is nonetheless a step in the right direction, and in this regard should be considered as a minimum amount that could be set aside for this purpose.

- (e) In accordance with 195 EX/Decision 13.14.e, incompressible costs of the organization for 2016-2017 have been estimated under all sectors and bureaux. This estimate still represents a preliminary attempt as it proved to be rather difficult to define clear and exact definition and criteria of incompressible costs. The Secretariat has however made an estimate through a strict criteria, which amounts to some \$88 million (excluding staff costs), and these incompressible costs were taken into account in preparing the initial budget envelopes for sectors and bureaux in order to reflect their realistic capacity for any budget reduction required. A more detailed explanation on the incompressible costs is provided also at the end of this Technical Note, in “Appendix 3”.

- (f) The various reports and additional information requested in 195 EX/Decision 13 paragraphs 14(f) through (i) will be provided in other documents to be presented to the Executive Board at its 196th Session.
- (g) Furthermore, in accordance with 195 EX/Decision 13.14.h, the \$5 million was maintained for the Supplementary Funding for the Field Network reform in the \$653 million and \$667 million scenario. Unfortunately however, in the expenditure plans (of \$507 million and \$518 million, respectively) this provision could not be included.
- (h) Information concerning the expenditure plans for the 38 C/5 is provided in Draft 38 C/5 Addendum 2.
- (i) Furthermore, in line with 195 EX/Decision 13.11 which notes that the recent changes in the management and the use of the Headquarters site will release additional resources for the regular programme, the total provision for common charges (for Headquarters utilities and maintenance costs) to be paid from the regular programme has been reduced by \$1.8 million under the 38 C/5 as compared to the 37 C/5 (i.e. from \$8.2 million to \$6.4 million). These savings have freed up funds for other operational costs and have been fully reflected in the Draft 38 C/5 in both the ZNG and ZNG Plus scenarios and their expenditure plan scenarios.

T008

In light of the above, the Director-General had to make severe decisions concerning the budget envelope distribution. Table 1 below shows the difference between the 37 C/5 Approved as adjusted and the Draft 38 C/5 by major budget parts for the two budget scenarios. Every effort was made to preserve the programmes in both scenarios. In the \$653 million scenario, the five major programmes were reinforced by \$4.3 million over and above their 37 C/5 approved amounts. In addition, reinforcements were also provided for: Part I.C – Participation in the UN Joint Machinery (\$3.5 million); Part III.A – HRM Corporate-wide training and development (the HRM net increase of \$0.7 million is due to a \$1 million increase for training); Reserve for staff adjustments (\$1.7 million); and for the After Health Insurance Liability (ASHI) (\$3.8 million). In the \$667M scenario, the Major Programmes and UIS were reinforced even further, as the totality of the \$14 million reinforcement was assigned exclusively to these appropriation lines.

T009

These reinforcements however, came as the expense of the other non-programme sectors/bureaus, as their budgets had to be reduced even further vis-à-vis their 37 C/5 Approved levels. In particular, the Management of Field Offices (under Part II.A) showed a total reduction of \$4.3 million and Part V was sacrificed by \$7.8 million compared to the 37 C/5 Approved.

Table 1 – Variation between the Draft 38 C/5 and the 37 C/5 Approved as adjusted by Main Budget Part

(in US\$ '000)

	37 C/5 Approved as adjusted	Variation	38 C/5 Proposed ZNG \$653M	Reinforcement	38 C/5 Proposed ZNG+ \$667M
PART I – GENERAL POLICY AND DIRECTION					
A. Governing bodies	10 769	(257)	10 512	–	10 512
B. Direction	20 323	(74)	20 249	–	20 249
C. Participation in the Joint Machinery of the United Nations System	15 283	3 512	18 795	–	18 795
TOTAL, PART I	46 375	3 182	49 557	–	49 557
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES					
A. Programmes					
of which:					
Five Major Programmes and UIS	309 710	4 275	313 986	14 000	327 986
Management of Field Offices and Field Network Reform	93 660	(4 306)	89 354	–	89 354
TOTAL, PART II.A	403 370	(31)	403 339	14 000	417 339
B. Programme-related services	50 503	(525)	49 978	–	49 978
C. Participation Programme and Fellowships	18 805	(399)	18 406	–	18 406
TOTAL, PART II	472 678	(955)	471 723	14 000	485 723
PART III – CORPORATE SERVICES					
A. Human resources management	32 681	739	33 420	–	33 420
B. Bureau of financial management	14 477	(39)	14 438	–	14 438
C. Management of support services	46 595	(427)	46 168	–	46 168
D. Management of information systems and communications	11 779	(192)	11 587	–	11 587
TOTAL, PART III	105 532	81	105 613	–	105 613
Reserve for staffing adjustments (post classification and agreed separations)	1 300	1 700	3 000	–	3 000
Reserve for After Service Health Insurance long-term liability (ASHI)	–	3 748	3 748	–	3 748
PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES AND THE IBE BUILDING	14 074	8	14 082	–	14 082
PART V – ANTICIPATED COST INCREASES	13 041	(7 764)	5 277	–	5 277
TOTAL, PARTS I-V	653 000	–	653 000	14 000	667 000

Totals may not sum exactly due to rounding.

T0010

Table 2 below provides a more detailed comparison of the 37 C/5 Approved as adjusted and the Draft 38 C/5 and will be referred to regularly in this Technical Note.

Table 2 – Variation between the Draft 38 C/5 and the 37 C/5 Approved as adjusted, by main appropriation line

(in US\$ '000)

Principal appropriation line	37 C/5 Approved	Compara-tive transfers	37 C/5 Approved as adjusted	Variation between the 38 C/5 ZNG Scenario and the 37 C/5 Approved as adjusted									Total 38 C/5 Proposed \$653M ZNG Scenario	Reinfor-cement	Total 38 C/5 Proposed \$667M ZNG+ Scenario
				Recosting (inflation, statutory increases & technical adjustments)			Total Recosting	Lapse Factor Adjustment (0% to 5%)	Increase / (Decrease) in real terms	Total Variation (vis-à-vis the 37 C/5 Approved as adjusted)					
				Operational cost recosting and Tech. Adjust-ments	Staff Cost Recosting					Staff Cost Recosting	%				
					Staff cost recosting (As per 195 EX/13)	Revision to Staff cost recosting									
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	%	\$	\$	\$	
PART I – GENERAL POLICY AND DIRECTION															
A. Governing bodies	10 834	(65)	10 769	299	63	(23)	40	338	(111)	(484)	(257)	-2.4%	10 512	–	10 512
B. Direction	21 164	(841)	20 323	81	939	(313)	626	706	(858)	78	(74)	-0.4%	20 249	–	20 249
C. Participation in the Joint Machinery of the United Nations System	13 759	1 524	15 283	3 874	–	–	–	3 874	–	(362)	3 512	23.0%	18 795	–	18 795
TOTAL, PART I	45 757	618	46 375	4 254	1 001	(336)	665	4 919	(968)	(769)	3 182	6.9%	49 557	–	49 557
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES															
A. Programmes															
Major Programme I – Education	117 965	97	118 062	1 925	2 526	(582)	1 944	3 869	(2 705)	(113)	1 052	0.9%	119 114	5 324	124 438
Major Programme II – Natural sciences	62 404	243	62 647	922	1 589	(458)	1 131	2 053	(2 219)	2 000	1 833	2.9%	64 480	2 870	67 350
Major Programme III – Social and human sciences	33 197	(55)	33 142	494	931	(252)	679	1 172	(1 133)	350	390	1.2%	33 532	1 497	35 030
Major Programme IV – Culture	54 122	(115)	54 007	658	1 561	(408)	1 153	1 811	(1 840)	745	715	1.3%	54 722	2 425	57 147
Major Programme V – Communication and information	32 715	(62)	32 653	653	881	(188)	693	1 346	(986)	(109)	251	0.8%	32 904	1 468	34 372
UNESCO Institute for Statistics	9 200	–	9 200	200	–	–	–	200	–	(167)	33	0.4%	9 233	416	9 649
Management of Field Offices	89 953	(1 293)	88 660	1 015	139	(165)	(26)	989	(3 051)	(2 244)	(4 306)	-4.9%	84 354	–	84 354
Supplementary funding for the Field Network Reform	5 000	–	5 000	–	–	–	–	–	(211)	211	–	0.0%	5 000	–	5 000
Total, Part II.A	404 555	(1 185)	403 370	5 866	7 627	(2 053)	5 574	11 440	(12 143)	672	(31)	-0.0%	403 339	14 000	417 339
B. Programme-related services															
1. Coordination and monitoring of action to benefit Africa	8 339	(41)	8 298	126	215	(75)	140	266	(205)	(178)	(117)	-1.4%	8 182	–	8 182
2. Coordination and monitoring of action to implement Priority Gender Equality	2 217	–	2 217	25	88	(28)	60	85	(85)	24	24	1.1%	2 241	–	2 241
3. UNESCO's response to post-conflict and post-disaster situations	1 914	(359)	1 555	42	51	(19)	32	74	(35)	(144)	(105)	-6.7%	1 450	–	1 450
4. Strategic planning, programme monitoring and budget preparation	7 916	513	8 429	70	344	(96)	248	318	(293)	(35)	(10)	-0.1%	8 419	–	8 419
5. Organization-wide knowledge management	5 048	–	5 048	22	278	(82)	196	218	(232)	17	4	0.1%	5 052	–	5 052
6. External relations and public information	24 579	377	24 956	113	1 091	(269)	822	934	(1 026)	(230)	(322)	-1.3%	24 634	–	24 634
Total, Part II.B	50 013	490	50 503	398	2 067	(569)	1 498	1 895	(1 875)	(545)	(525)	-1.0%	49 978	–	49 978
C. Participation Programme and Fellowships															
	18 805	–	18 805	376	60	(12)	48	424	(82)	(741)	(399)	-2.1%	18 406	–	18 406
TOTAL, PART II	473 373	(695)	472 678	6 640	9 754	(2 634)	7 120	13 759	(14 101)	(614)	(955)	-0.2%	471 723	14 000	485 723

Principal appropriation line	37 C/5 Approved	Compa-rative transfers	37 C/5 Approved as adjusted	Variation between the 38 C/5 ZNG Scenario and the 37 C/5 Approved as adjusted										Total 38 C/5 Proposed \$653M ZNG Scenario	Reinfor-cement	Total 38 C/5 Proposed \$667M ZNG+ Scenario
				Recosting (inflation, statutory increases & technical adjustments)					Total Recosting	Lapse Factor Adjustment (0% to 5%)	Increase / (Decrease) in real terms	Total Variation (vis-à-vis the 37 C/5 Approved as adjusted)				
				Operational cost recosting and Tech. Adjustments	Staff Cost Recosting		Staff Cost Recosting	%								
					Staff cost recosting (As per 195 EX/13)	Revision to Staff cost recosting			\$	\$						
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	%	\$	\$	\$		
PART III – CORPORATE SERVICES																
A. Human resources management																
1. Human resources management	19 023	658	19 681	156	632	(149)	483	639	(730)	(170)	(261)	-1.3%	19 420	-	19 420	
2. Corporate wide training and development of staff	1 000	-	1 000	31	-	-	-	31	-	969	1 000	100.0%	2 000	-	2 000	
3. Contribution to the Medical Benefits Fund (MBF) for Associate Participants and administrative costs	12 000	-	12 000	-	-	-	-	-	-	-	-	0.0%	12 000	-	12 000	
Total, III.A	32 023	658	32 681	186	632	(149)	483	669	(730)	799	739	2.3%	33 420	-	33 420	
B. Bureau of financial management																
1. Financial management	14 477	-	14 477	41	463	(165)	298	339	(707)	330	(39)	-0.3%	14 438	-	14 438	
2. Corporate wide insurance premiums	378	(378)	-	-	-	-	-	-	-	-	-	n/a	-	-	-	
Total, III.B	14 855	(378)	14 477	41	463	(165)	298	339	(707)	330	(39)	-0.3%	14 438	-	14 438	
C. Management of support services																
1. Management and coordination of Support Services and Procurement	3 860	-	3 860	7	172	(51)	121	128	(195)	157	90	2.3%	3 950	-	3 950	
2. Management of languages and documents	21 726	(1 313)	20 413	37	839	(221)	618	655	(782)	(3 026)	(3 153)	-15.4%	17 260	-	17 260	
3. Management of facilities, security and safety, conferences and cultural events	21 212	1 110	22 322	206	467	(55)	412	618	(769)	2 786	2 635	11.8%	24 957	-	24 957	
Total, III.C	46 798	(203)	46 595	250	1 478	(327)	1 151	1 402	(1 746)	(83)	(427)	-0.9%	46 168	-	46 168	
D. Management of information systems and communications																
	11 779	-	11 779	46	483	(113)	370	416	(489)	(120)	(192)	-1.6%	11 587	-	11 587	
TOTAL, PART III	105 455	77	105 532	523	3 057	(754)	2 303	2 826	(3 671)	926	81	-0.6%	105 613	-	105 613	
TOTAL, PARTS I-III	624 585	-	624 585	11 417	13 811	(3 724)	10 087	21 504	(18 740)	(456)	2 308	0.4%	626 893	14 000	640 893	
Reserve for Staffing Adjustments (post classification and agreed separations)	1 300	-	1 300	-	-	-	-	-	-	1 700	1 700	130.8%	3 000	-	3 000	
Reserve for After Service Health Insurance long-term liability (ASHI)	-	-	-	-	-	-	-	-	-	3 748	3 748	n/a	3 748	-	3 748	
PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES AND THE IBE BUILDING	14 074	-	14 074	8	-	-	-	8	-	-	8	0.1%	14 082	-	14 082	
PART V – ANTICIPATED COST INCREASES	13 041	-	13 041	5 572	(1 932)	(3 012)	(4 943)	628	-	(8 392)	(7 764)	-59.5%	5 277	-	5 277	
TOTAL, PARTS I-V	653 000	-	653 000	16 997	11 879	(6 735)	5 144	22 141	(18 740)	(3 401)	-	0.0%	653 000	14 000	667 000	

Totals may not sum exactly due to rounding.

Budgeting techniques

T0011

As mentioned above, apart from the modifications approved by the Executive Board in 195 EX/Decision 13, the same budget techniques and methodologies were applied in preparing the Draft 38 C/5 as approved by the General Conference in 37 C/Resolution 92. The following section describes the budgeting techniques applied in the preparation of the Draft 38 C/5 and highlights any changes made in accordance with aforementioned decisions.

(i) Constant dollar principle and currency fluctuations

The estimates for the regular budget used in preparing this draft budget have been calculated at the exchange rate of USD 1 = Euro 0.869, which is the same exchange rate used in preparing the budget for 2014-2015. However, as a good business practice and in accordance with 190 EX/Decision 19, Part II.4(c) and 195 EX/Decision 13.5, the constant dollar rate will be revised to reflect the prevailing rate of exchange just prior to the adoption of the Draft 38 C/5.

From a budgetary perspective, income and expenditure incurred in Euros against the regular budget will be recorded in the budget reports at the constant dollar rate (which shall be determined at the time of the budget approval). However, for the accounts (as per IPSAS), Euro-denominated income and expenditure will be recorded using the United Nations Operational Rate of Exchange (UNORE). Differences arising from using two different bases for the budget and accounts will be outlined in reconciliation/comparison reports of the financial statements.

(ii) Treatment of inflation

The overall requirements needed to cover the inflation and statutory increases of a particular biennium are calculated in two steps.

■ Determining the estimate of the new budget base by recosting Parts I-IV

The first step of the budget methodology is to determine the budget base (Parts I-IV) for the 38 C/5. To achieve this, the staff and activity budgets approved in the 37 C/5 (excluding Anticipated Cost Increases) are first adjusted in order to be consistent and comparable with the proposed structure of the 38 C/5. The structural and comparative transfers made in this regard, are outlined in paragraphs T0012 below. The 37 C/5 figures which reflect this adjusted structure, are presented throughout the C/5 document under the heading “37 C/5 Approved as adjusted”.

As a reminder, Parts I-IV of the 37 C/5 Approved as adjusted were calculated using the salary and price levels as at 31 December 2013. To move to the budget of the following biennium, the programme and staff structure of Parts I-IV have to be recalculated to reflect the price level foreseen at the beginning of the next biennium (31 December 2015). This exercise of revaluing the budget base of the current biennium to take into account all statutory, inflationary and other cost increases that would occur in 2014-2015 is referred to as recosting. Further details of the elements used to calculate the recosting estimates are outlined in paragraphs T0017-T0022 below, and the estimates are shown in the table following paragraph T0022.

■ Determining the Anticipated Cost Increases expected to occur in 2016-2017

The second step is to determine the Anticipated Cost Increases for 2016-2017. As mentioned above, the recosted budget base for the 38 C/5 (Parts I-IV) is estimated at the price level as at 31 December 2015 and does not take into account the cost increases that will inevitably arise during the course of

the 2016-2017 biennium. Therefore, Anticipated Cost Increases in 2016-2017 have been projected in accordance with the information available to the Secretariat concerning salary and consumer price indices at the time of drafting. These anticipated additional costs are provided separately under Part V. The use of funds from this part of the budget is subject to the prior approval by the Executive Board. The Part V provisions are calculated separately and do not double count the statutory and inflationary cost estimates of the recosting exercise. The Part V projections of inflation and statutory increases anticipated for 2016-2017 are explained in paragraphs T0023-Error! Reference source not found. below.

In the context of results based budgeting (RBB), the Secretariat does not propose to change this two-step methodology for defining the overall inflation and statutory requirements for a particular biennium. Furthermore, in 190 EX/Decision 19 Part II.5, the Executive Board invited the Director-General to maintain the presentation of Part V – Anticipated Cost Increases under a separate appropriation line.

(iii) Application of staff cost budget standards

Global staff costs figures have been calculated by determining the average cost by grade and duty station of the established posts, multiplied by the number of posts under each grade. These staff cost estimates are based on the most recent scales for base salaries and related benefits published by the ICSC (International Civil Service Commission) and on an analysis of actual expenditure trends observed during the current biennium, and thus take into account statutory increases in staff costs in 2014-2015. The standard costs applied to the 38 C/5 thus corresponds to the costs foreseen as at 31 December 2015, and do not take into account the statutory increases that may arise in the course of the 2016-2017 biennium. Such increases will be covered by Part V of the budget as mentioned above, subject to the prior approval by the Executive Board.

It is important to note that in a system where average standard costs are used, the actual staff costs of an individual post will almost always differ from the standard costs. However, these divergences are expected to offset each other at the global level, as surpluses in a particular post or sector offset deficits in another. The need to balance the staff cost budget at the global level was one of the reasons why staff costs were managed centrally.

However, in line with results-based budgeting (RBB), where sectors and field offices should be given greater autonomy in how they can use the assigned resources, the staff standard costs for future biennia would either have to be refined further (e.g. by grade, duty station and even by sector for Headquarter posts); or a more decentralized approach to staff costs management would have to be envisaged where the staff cost budgets for sectors/offices are to the extent possible based on estimates of actual costs of each posts (instead of average costs).

(iv) Adjustment for staff turnover and recruitment delays

As per the previously approved budgeting practice, the calculation of overall staff costs is adjusted to take into account anticipated staff turnover and recruitment delays by applying a “lapse factor”. For reference, in the 37 C/5 Approved a lapse factor of 0% was applied in anticipation of the redeployment exercise to be undertaken in that biennium and the ongoing financial constraints.

In 190 EX/Decision 19 Part II.5, the Executive Board requested the Director-General to prepare the budget using a lapse factor based on the rate closer to actual vacancy levels. Furthermore, 195 EX/Decision 13.14(d) requested the Director-General to propose in the draft budget a realistic lapse factor, and provide an explanation of the figure and calculations proposed, taking into account paragraph 3 of 37 C/Resolution 85.

In this regard, the Director-General proposes to apply a lapse factor of 5% for the 38 C/5. An explanation of the logic and reasons for this is provided at the end of this Technical Note, in “Appendix 2”.

Furthermore, in accordance with 37 C/Resolution 85 paragraph 3, the Draft 38 C/5 includes a provision of \$3.7 million for the After Service Health Insurance (ASHI) long term liability in a separate appropriation line under the staff costs. This amount corresponds to 1% of the total recosted staff costs (excluding the Reserve for Staff Adjustments and Parts IV and V).

(v) Budget presentation

In document 37 C/6 (191 EX/Decision 15.I. Part B.2.71), the Executive Board recommended to the General Conference:

- to request that the Appropriation Resolution for the 38 C/5 be presented at the level of main lines of action, and
- to give consideration to having greater margins of flexibility in order to allow budgetary shifts within and between main lines of action.

In this regard, the budget figures of the Draft 38 C/5 have been presented as follows:

- The Appropriation Resolution Table is presented by main lines of action for the five Major Programmes (Part II.A), and by main appropriation lines for other sectors/bureaux.
- Along the same lines, and in order to ensure sufficient flexibility for programme management, the Secretariat proposes that the Director-General be allowed to make budget transfers between appropriation lines up to an amount of 5% (2% under the 37 C/5) of the initial appropriation. However, within the five Major Programmes (Part II.A), it is proposed that the Director-General be allowed to make budget transfers between the main lines of action (appropriation lines) regardless of the amounts. As per current procedures, the Secretariat will inform the Executive Board in writing of the details and reasons for these transfers at the session following the transfer.

Budget classification for the five Major Programmes

- Budget information is provided at the beginning of each chapter of Volume 2 for the Major Programmes. These tables are presented by expected results, and by staff and operational costs.
- A summary chart is also provided showing the distribution of regular programme funds by programme, programme support and administration costs. To determine the budget requirement in accordance with these categories, the operational and staff budgets were categorized in the following manner:
 - Operational budget: Indirect costs such as common charges for utilities, maintenance and IT license costs, as well as operating costs needed for supplies and materials are categorized under Administration costs. Indirect costs related to the ADG’s office are categorized as programme support costs. All the other costs under the Major Programmes are considered as direct contribution to the implementation of programmes, thus categorized under Programme costs.
 - Staff budget: The posts related to administrative officers and technical maintenance are categorized as Administrative costs. Programme support includes posts under the ADG’s office, Executive Office, and information management. All the other posts under the Major Programmes are considered as direct contribution to the programme implementation, and thus categorized as Programme costs.

Budget classification for the non-programmes sectors/bureaux

- The budget information provided in Volume 2 for the non-programme sectors/bureaux are presented by staff and operational costs. Operational costs are further broken down by main expenditure items. In this regard, it should be noted that in the Draft 38 C/5, the object of expenditure categories have been revised to reflect the IPSAS categories. While the category titles may appear similar to those shown in the 37 C/5 Approved, the actual composition may differ. Therefore the Draft 38 C/5 represents a transitional step with regard to the presentation of the budget by main expenditure items, and thus full comparison between the 37 C/5 and Draft 38 C/5 by object of expenditure is not able to be provided in Table 3 of this Technical Note.

(vi) Presentation of extrabudgetary resources

The extrabudgetary figures in the C/5 document represent the level of extrabudgetary projects that are planned to be implemented in the coming biennium and for which funds have already been received or have been firmly committed in signed donor agreements at the time of preparing the Draft 38 C/5. They also include, for the purpose of showing a full picture of resources, the cost of posts financed from the Programme Support Costs (PSC) account and self-financing funds. Extrabudgetary funds are shown at the level of the expected results and appropriation lines to which they are attached and are summarized in the introductory budget tables in Volume 2 for the relevant Major Programmes and Central Services, as well as in Annexes I and VI. It should also be noted that income and expenditures for extrabudgetary projects are not registered at the constant dollar rate, but at the United Nations Operational Rate of Exchange that is published monthly.

(vii) Modified cash basis applied for the budget

As per IPSAS, the financial statements will be presented on an “accrual basis”. However, the budget reports will continue to apply a modified “cash basis”. Differences arising from this factor will also be included in reconciliation/comparison reports of the financial statements.

Comparison between the 37 C/5 and the 38 C/5

(Budget adjustments required for comparison)

T0012

In order to allow a detailed comparison of the budgets of the current and following biennia, the staff and operational budgets of the 37 C/5 Approved have to be adjusted to reflect the proposed budget structures of the 38 C/5. The 37 C/5 figures which reflect this adjusted structure is presented throughout the C/5 document under the heading “37 C/5 Approved as adjusted”. The adjustments made to derive the “37 C/5 Approved as adjusted” included the following:

(i) Structural adjustments to the budget presentation

In the context of the Draft 38 C/5, structural adjustments refer to changes in the presentation of the appropriation lines due to Organizational restructuring. They generally include: the transfer of an appropriation line from one part of the budget to another; the creation of new appropriation lines; or the deletion, division or merger of existing ones. The following structural adjustments were made in the Draft 38 C/5 in an effort to improve the transparency and congruency of the budget structure:

(a) Corporate wide insurance premiums

The management of corporate-wide insurance premium has been transferred from the Bureau of Financial Management to the Bureau of Management of Support Services (MSS). Consequently, the budget for Corporate-wide insurance premiums which was previously presented in a separate appropriation line under Part III.B – Bureau of Financial Management has been integrated in Part III.C.3 – Management of facilities, security, safety and conferences.

		Operational Costs	Staff Costs
		\$	\$
From:	Part III.B – Bureau of Financial Management	(378 000)	–
To:	Part III.C.3 Management of facilities, security, safety and conferences	378 000	–

(b) Management of information systems and communications

The appropriation line for Management of Information Systems and Communications which was previously shown as a chapter under Part III-C – Management of Support Services, is now shown as a separate part, Part III-D – Management of information systems and communications. This modification was made to more clearly reflect the Director-General’s decision to transfer the reporting lines of the Bureau of Knowledge Management from the Bureau of Management of Support Services to the Deputy Director-General.

Consequently in the Draft 38 C/5, four sub-parts are now proposed under Part III – Corporate Services as follows:

- Part III.A – Human resources management
- Part III.B – Bureau of financial management
- Part III.C – Management of support services
- Part III.D – Management of information systems and communications

(c) Management of support services

Adjustments were made within the bureau for Management of Support Services (MSS) – Part II.C to enhance the synergies and consistency in the management of the Organization’s Headquarters’ premises and facilities. In particular, the Conference and Cultural Events Management Section was transferred from the former Division of Conferences, Languages and Documents to the Division of Headquarters Management (195 EX/3.INF). In light of these adjustments, the two chapters concerned were renamed as follows:

- Part III.C – Chapter 2: Management of languages and documents
- Part III.C – Chapter 3: Management of facilities, security, safety and conferences

In addition, the staff and operational budgets for this section were transferred from Part III.C.2 – Management of languages and documents to Part III.C.3 – Management of facilities, security, safety and conferences as follows:

		Operational Costs	Staff Costs
		\$	\$
From:	Part III.C.2 – Management of Languages and Documents	(20 000)	(1 764 000)
To:	Part III.C.3 – Management of facilities, security, safety and conferences	20 000	1 764 000

(d) Reserve for staff adjustments

The Reserve for reclassifications/merit based promotion, has been renamed Reserve for Staff Adjustments. This budget line has a proposed allocation of \$3 million to cover the costs of post classifications and agreed separations.

(e) Reserve for After Service Health Insurance (ASHI) long-term liability

A separate appropriation line has been created entitled “Reserve for After Service Health Insurance long-term liability (ASHI)” with a total budget provision of \$3.7 million equivalent to 1% of the recosted staff costs in the 38 C/5, in accordance with 37 C/Resolution 85.

(ii) Comparative transfers

Comparative transfers correspond to the transfer of staff and operational budgets between appropriation lines to align the budget base of the 37 C/5 Approved with the proposed structure of the Draft 38 C/5 in order to make the two budgets comparable. Such transfers include the operational and staff cost budgets which were shifted between appropriation lines to reflect organizational restructuring and the cost of posts that have been transferred from one sector or bureau to another.

The comparative transfers made to the 37 C/5 Approved for the purpose of making it comparable with the Draft 38 C/5 are listed in the following section and are summarized in Table 2 above:

- (a) In accordance with the External Auditor’s recommendation (195 EX/23 INF.2 Recommendation 9), which requests the Secretariat to discontinue recording the staff-related safety and security costs under the personnel standard costs, the provision for field safety and security costs which was previously included within the staff costs of various appropriation lines, has been transferred to the operational budget of Part I.C – Participation in the Joint Machinery of the United Nations System.

	Operational Costs	Staff Costs
	\$	\$
From: Staff costs (of Sector/bureaus with field posts) the main appropriation lines impacted included:	-	(1 523 600)
Part II.A – Education Sector (ED)		(256 600)
Part II.A – Natural Sciences Sector (SC)		(116 000)
Part II.A – Social and Human Sciences Sector (SHS)		(55 000)
Part II.A – Culture Sector (CLT)		(115 000)
Part II.A – Communication and Information Sector (CI)		(62 000)
Part II.A – Management of Field Offices		(900 000)
Part II.B – External relations and public information (ERI)		(13 000)
To: Operational costs	1 523 600	-
Part I.C – Participation in the Joint Machinery of the United Nations System		

(b) Also, various transfers of posts at the same grade in accordance with the rationalization of the organizational structure has been reflected as comparative transfer.

T0013 Once a comparable basis is established, the differences between the 37 C/5 Approved as adjusted and the Draft 38 C/5 can be analyzed appropriation line by appropriation line. Generally such differences can be categorized as either:

- cost increases arising from inflation, statutory increases and technical adjustments,
- Increases due to changes in the lapse factor assumptions, and
- Increases/Decreases in real terms.

T0014 Table 2 under paragraph T0010 provides a detailed breakdown of these variances by main budget line. It shows that the total increases (Parts I-V) arising from inflation, statutory increases and technical adjustments amounting to \$22.1 million, were offset by the reduction in the staff costs of \$18.7 million arising from the adjustment of the lapse factor from 0% to 5%. The remaining \$3.4 million represents the real decreases in resources.

T0015 The following section outlines the methodology used to determine the increases arising from inflation, statutory increases and technical adjustments.

Treatment of statutory and other cost increases for the Draft 38 C/5 (Recosting and Provision for Anticipated Cost Increases)

T0016 In accordance with 37 C/Resolution 92 which, inter alia, invited the Director-General when preparing the Budget for 2016-2017, to continue applying the approved budgeting techniques, the following approach was used in establishing the Draft 38 C/5 budget, with regards to “recosting” and “anticipated cost increases”.

Recosting (for Parts I-IV)

T0017 Various elements have been analyzed and taken into account in the “recosting” exercise in order to calculate the increases that have already occurred or are expected to occur in the current biennium (2014-2015).

T0018 Estimates of statutory increases under the staff costs incorporate the following elements:

- (i) estimates of the average “within-grade step” of staff members, for each grade, foreseen by the end of the present biennium;
- (ii) the latest scale of base salary (effective January 2014 for the Professional and higher categories, September 2014 for the General Service category, and the latest scales for field national professional and local posts for each duty station);
- (iii) post adjustment classifications for Professional staff at Headquarters and field duty stations according to the analysis of the most up-to-date indices as of November 2014;
- (iv) the latest scale of pensionable remuneration (effective February 2013 for the Professional and higher categories, and September 2014 for the General Service category) for the purpose of estimating the Organization’s contribution to the Pension Fund;
- (v) the current (revised) principles concerning the Organization’s contribution to the Medical Benefit Fund, effective from January 2012;
- (vi) other allowances (family allowance, education grant, assignment grant, housing subsidy, mobility/hardship allowance, statutory travel, etc.) based on the expenditure patterns of recent years and the updated conditions for each category of staff;
- (vii) any other reliable information on the future statutory increases foreseen to come into effect by the end of the present biennium with regard to base salary scales, post adjustment indices, pensionable remuneration scales and other staff entitlements.

T0019 Price increases for goods and services have been estimated on the basis of information obtained from the following sources:

- (i) An analysis of the expenditure trends of the previous and current biennia;
- (ii) economic and statistical indicators published by the National Institute of Statistic and Economic Studies (INSEE France) as at June 2014;

(iii) Consumer price index estimates published by the International Monetary Fund (IMF) “World Economic Outlook” report and statistics as at April 2014.

Technical adjustments

T0020

In addition to the aforementioned statutory and inflationary requirements, there are other elements in the approved budget which give rise to cost variances that are generally beyond the Organization’s control. For such elements, the Secretariat analysed invoices received, expenditure trends and other concrete factors to determine the additional requirements. For the calculation of the budget base for the 38 C/5, these items are presented as technical adjustments, which is consistent with the approach used in preparing the 37 C/5 Approved.

Technical Adjustments	Additional Requirements (US\$ millions)
Field Security Costs (including UNDSS and MAIP Costs)	0.9
UN Resident Coordinator (cost sharing mechanism)*	2.9
Total	3.8

* The estimate of UNESCO’s contribution to the UN Resident Coordinator cost sharing mechanism was revised upward since the publication of 195 EX/13. \$0.5M of the revision was counted as additional recosting.
Totals do not sum exactly due to rounding.

T0021

Based on these elements, the global recosting requirement for the Draft 38 C/5 for Parts I-IV of the budget amounts to approximately \$21.5 million, which translates into an annual rate of increase of 1.7%.

T0022

Table 3 below highlights the recosting requirements and technical adjustments for 2014-2015, for staff and operational costs by main item of expenditure category.

Table 3 – Recosting and technical adjustments for the Draft 38 C/5 (\$653 million)

Item of expenditure	37 C/5 Approved as adjusted	Recosting (inflation, statutory increases, and technical adjustments)	Average annual percentage of recosting	37 C/5 recosted	38 C/5 Increase/(Decrease)			Total 38 C/5 Proposed \$653M ZNG Scenario
					Lapse Factor adjustment (0% to 5%)	Increase/ (Decrease) in real terms	Total	
					\$	\$	\$	
(in US\$ '000)								
Parts I-III								
(a) Staff salaries and allowances⁽¹⁾								
Net remuneration	289 724	8 333	1.4	298 057	(13 566)	(26 743)	(40 309)	257 748
Contribution to the Pension Fund	61 556	11	0.0	61 567	(2 798)	(5 605)	(8 403)	53 164
Contribution to the Medical Benefits Fund	14 337	1 632	5.5	15 969	(726)	(1 445)	(2 171)	13 798
Other allowances : (family allowance, mobility and hardship allowance, field network reform recurrent costs, education grant, language allowance, home leave, etc.)	36 433	111	0.2	36 544	(1 650)	(3 543)	(5 193)	31 351
Reserve for Staffing Adjustments (post classification and agreed separations)	1 300	–	–	1 300	–	1 700	1 700	3 000
Reserve for After Service Health Insurance long-term liability (ASHI)	–	–	n/a	–	–	3 748	3 748	3 748
Total, Staff costs	403 350	10 087	1.2	413 438	(18 740)	(31 888)	(50 629)	362 809
(b) Goods and services	196 082	7 582	1.9	203 665	–	36 245	36 245	239 910
(c) Technical adjustments								
Part I.C – Field security costs	8 300	700	4.1	9 000	–	–	–	9 000
Part I.C – Contributions to the United Nations Department of Safety and Security (UNDSS) and Malicious Act Insurance Policy (MAIP)	4 153	235	2.8	4 387	–	(465)	(465)	3 922
Part I.C – UN Resident Coordinator (cost sharing mechanism)	1 000	2 900	97.5	3 900	–	100	100	4 000
Part II.A – Field Network Reform	1 000	–	–	1 000	–	1 000	1 000	2 000
Part III.A – Contribution to the Medical Benefits Fund for Associate Participants	12 000	–	–	12 000	–	–	–	12 000
Part IV – Loan Repayments for the Renovation of the Headquarters Premises & the IBE Building	14 074	8	0.0	14 082	–	–	–	14 082
Total, Technical adjustments	40 527	3 843	4.6	44 370	–	635	635	45 004
Total, Goods and services and Technical adjustments, (b) + (c)	236 609	11 425	2.4	248 034	–	36 880	36 880	284 914
Total Parts I-IV	639 959	21 513	1.7	661 472	(18 740)	4 992	(13 749)	647 723
Part V – Anticipated cost increases	13 041	628	n/a	13 669	–	(8 392)	(8 392)	5 277
TOTAL	653 000	22 141	1.7	675 141	(18 740)	(3 401)	(22 141)	653 000

1. Staff salaries and allowances for personnel can also be broken down into Headquarters, Field, Reserve for staffing adjustments and the Reserve for ASHI, as follows:

(in US\$ '000)

Item of expenditure	37 C/5 Approved as adjusted	Recosting (inflation, statutory increases, and technical adjustments)	Average annual percentage of recosting	37 C/5 recosted	38 C/5 Increase/(Decrease)			Total 38 C/5 Proposed \$653M ZNG Scenario
					Lapse Factor adjustment (0% to 5%)	Increase/ (Decrease) in real terms	Total	
	\$	\$	%	\$	\$	\$	\$	\$
Personnel costs:								
Headquarters	253 281	8 486	1.7	261 767	(11 709)	(27 588)	(39 297)	222 470
Field	148 769	1 602	0.5	150 371	(7 031)	(9 748)	(16 779)	133 591
Reserve for Staffing Adjustments (post classification and agreed separations)	1 300	-	-	1 300	-	1 700	1 700	3 000
Reserve for After Service Health Insurance long-term liability (ASHI)	-	-	n/a	-	-	3 748	3 748	3 748
Total, Staff costs	403 350	10 087	1.2	413 438	(18 740)	(31 888)	(50 629)	362 809

Anticipated cost increases for 2016-2017 (Part V)

T0023 The cost increases related to inflation and statutory factors which are expected to occur during the course of the 2016-2017 biennium are shown separately under Part V of the budget. The transfer of funds from Part V to other appropriation lines to cover such cost increases is subject to the prior approval by Executive Board.

T0024 As was the case in previous biennia, the Director-General had to prioritize funds in order to strengthen programmes and other priority areas, and in this light significant cuts were imposed in other parts of the budget including Part V. In this regard, a amount of \$5.3 million is proposed for Part V in the 38 C/5, which represents a \$7.8 million (60%) reduction compared to the 37 C/5 Approved. In light of this relatively low amount, the Organization will have to strictly monitor the cost increases that will arise in 2016-2017, and prioritize their funding within this provision.

T0025 Table 4 provides a breakdown of the Anticipated Cost Increases for 2016-2017 for staff and operational costs.

Table 4 – Anticipated cost increases for 2016-2017 (Part V)

(in US\$ '000)

Item of expenditure	38 C/5 Parts I-IV	Anticipated cost increases in 2016-2017			
		HQ	Field	Total	%
	\$	\$	\$	\$	%
(a) Staff salaries and allowances					
Net remuneration	257 748	2 390	1 221	3 611	1.4
Contribution to the Pension Fund	53 164	344	186	530	1.0
Contribution to the Medical Benefits Fund	13 798	642	382	1 024	7.4
Other allowances : <i>(family allowance, mobility and hardship allowance, field network reform recurrent costs, education grant, language allowance, home leave, etc.)</i>	31 351	70	44	113	0.4
Reserve for Staffing Adjustments (post classification and agreed separations)	3 000	–	–	–	–
Reserve for After Service Health Insurance long-term liability (ASHI)	3 748	–	–	–	–
Subtotal, Staff Costs	362 809	3 445	1 832	5 277	1.5
(b) Goods and services – overall	284 914	–	–	–	–
GRAND TOTAL	647 723	3 445	1 832	5 277	0.8

Totals may not sum exactly due to rounding.

Appendix 1

Review of requirements to implement a separate budget line for funding the costs of within-grade step increment

1. The costs linked to the within-grade step increment under the current staffing structure financed by the Regular Budget of the Organization is approximately estimated at \$2.0M per biennium. However, under the current methodology of staff cost budgeting which is based on standard costs, these costs of step increment is assumed to be largely offset by the staff movements (i.e., separations, appointments and promotions). Therefore, as long as the staff cost budget is established on the basis of the standard costs, the global staff cost budget reflects the level whereby the additional costs arising from the staff members' within-grade step increments are offset by the staff movement. And therefore there is no budgetary advantage to separate this specific cost. However, theoretically speaking, these costs of \$2.0M could still be separated out from the staff cost budget (i.e., reduced proportionately from the staff costs of all the sectors/bureaux) and pooled into an independent budget line.
2. However, doing so would have considerable workload consequences from the viewpoint of monitoring, management and accounting of staff cost expenditure. Such increase in workload would arise whenever there occurs a within-grade step increase for a staff member, as the costs related to the increment would need to be charged to the separate budget line while the base expenditure of the same staff member would need to be charged to the sector's/bureau's staff cost budget. This process would require the following operations:
 - The expenditure for each eligible staff member would need to be charged to two different budget codes each month, as different staff receive their step increase at the anniversary of their appointment or of their last promotion;
 - Further, each cost element (expenditure item) which are affected by step increments (base salary, post adjustment, contribution to the Pension Fund, contribution to MBF) requires to be broken down for each staff member between the base portion and the marginal incremental portion;
 - The anniversary/due date of each step increment for each staff member would need to be monitored.
3. Moreover, substantial technical development and investment in the financial systems would be required, especially in the payroll system, in order to ensure a reliably automated process for the above operations.
4. It should also be noted that as per the present staff profile, only about 40% of staff receive within-step increases yearly, and 30% every 2 years. The remaining 30% do not receive step increases at all as they have either been withheld for performance issues or have reached the highest step in the grade they occupy. The estimated costs of \$2.0M related to the within-grade step increment are equivalent to 0.4% of the total budget (\$507 million) or 0.6% of the total staff costs.
5. Moreover, the ICSC is currently undertaking a compensation review which will include an examination of possible changes to the granting of within step increases. Thus the development of UNESCO's financial systems in order to provide and manage a separate budget line for this item,

if inevitably required, would benefit from the conclusion of the ICSC review which is expected to be presented to the General Assembly towards the end of 2015.

6. For these reasons, the Secretariat wishes to have the Member States' understanding for suspending the provision of a separate budget line to fund the within-grade step increment under the 38 C/5.

Appendix 2

Lapse Factor applied to Draft 38 C/5 (5%)

I. Vacancy rate forecast

1. In order to determine a realistic and manageable level of Lapse Factor, a projection of the future staff vacancy rate for the 2016-2017 biennium has been made. For ease of reference and calculation, the “vacancy rate” in this forecast deals with only the RP posts, and is expressed in terms of number of posts. Also, in order to enable a deeper analysis, the vacancy rate forecast was conducted by each of the major area of the Organization, i.e., five Major Programmes, Field Management, and others.
2. The forecast was obviously based on a combination of various assumptions concerning the frequency of post abolition, recruitment speed and period, distinction between internal and external recruitment, unplanned separations, etc. The projection has been submitted to several sensitivity analyses to further assess its reliability, and to grasp the range of vacancy rates in function of the variation in the assumptions. The following represents a basic scenario for the forecast:

	end 2014	end 2015	end 2016	end 2017
5 Major Programme areas:	8.1%	8.2%	9.7%	10.6%
Field Management	13.1%	5.4%	4.4%	4.9%
Others (central services)	6.0%	7.3%	6.8%	9.2%
Global organization	8.5%	7.2%	7.4%	8.8%

3. After certain sensitivity analysis, this scenario has been considered to represent more or less the “lowest” level of vacancy rate, the assumptions used in this calculation having the general tendency of minimizing the forecasted number of vacant posts relatively to other assumptions which might have been used. Therefore the general vacancy rate during 2016-2017 can be considered to be at around 8-9%.

II. Vacancy rate in terms of costs

4. Given the fact that the Lapse Factor relates to the budgetary vacancy in terms of dollar amount, it was considered that the above vacancy rate forecast would become a better reference if it was interpreted into costs instead of number of posts. This interpretation was done by weighting the forecasted number of vacant posts under the different category of posts (eg., professional posts, general service posts, Headquarters, Field, etc.) by their average costs.
5. As the result, the forecast of vacancy rates weighted by the costs (i.e., vacancy rate in terms of costs) comes out as follows:

Forecast of vacancy rate in terms of costs

	end 2014	end 2015	end 2016	end 2017
5MP areas	9.6%	11.3%	11.5%	11.6%
Field Management	10.9%	6.9%	5.1%	4.6%
Others (central services)	8.1%	8.5%	6.8%	9.8%
Global organization	9.3%	9.2%	8.3%	9.3%

6. This indicates that the vacancy rates in terms of costs are higher than those in terms of number of posts, i.e., 8.3%-9.3% as compared to 7.4%-8.8%. This is because the vacant posts tend to exist more under the category of Professional and above at HQ and Field, which is more costly. This rate of 8.3%-9.3% forecasted in terms of costs can be considered as a more relevant reference when discussing the Lapse Factor.

III. Lapse Factor applicable to 2016-2017

7. As a reminder, the Lapse Factor to be applied to the staff costs budget corresponds to an eventual budget reduction due to anticipated turnover and recruitment delays. It should not be interpreted as equal to the actual vacancy rate observed at a certain time. It represents rather the level of future budgetary saving arising from vacant posts after taking into account, in particular, the needs for hiring temporary assistant to cover the function of the vacant posts (which will be financed by the saving of those vacant posts). In this sense, the Lapse Factor should be considered as a “managerially” targeted rate of vacancy applicable to the future biennium. Therefore, once the Lapse Factor is determined, the organization should make every effort to monitor and control the staff cost expenditure (in particular, the usage of vacant post savings for hiring temporary assistance) in order to respect the reduced staff cost ceiling. A central function for this monitoring and control has always been put in place.
8. Once the forecast of vacancy rate is made, the key factor in determining a realistic and appropriate Lapse Factor is the level of the needs to hire temporary assistance to replace the work of the vacant posts.
9. In this regard, on the one hand, the organization needs to ensure that the programme implementation should not be hindered by posts becoming vacant, especially under the Major Programme sectors where replacement by temporary assistance is very important. On the other hand, vacant posts should be processed for recruitment as soon as possible so that a permanent staff will be undertaking the work. Furthermore, in the current financial situation, the organization is required constantly to identify budgetary savings wherever possible in order to redeploy resources to high priority areas.
10. The services responsible for of staff, post, budget and expenditure management discussed these aspects, and determined some realistic assumptions as to the level of temporary assistance needed to replace the future vacant posts. Based on these assumptions, the vacancy rates (in terms of budget) can be forecasted as follows:

	end 2014	end 2015	end 2016	end 2017
5MP areas	3.8%	4.5%	4.6%	4.6%
Field Management	5.4%	3.4%	2.6%	2.3%
Others (central services)	5.6%	5.9%	4.8%	6.9%
Global organization	4.9%	4.8%	4.2%	4.9%

11. The underlying assumption for this forecast is that, generally speaking, about half of the future vacant posts would be required/allowed to be replaced by temporary assistance. Obviously, the more temporary assistance is hired, the lower the vacancy rate (in term of budget) will become. Whatever Lapse Factor is adopted, the staff costs will be globally reduced by the Lapse Factor percentage from the full estimate based on the standard costs. The organization will therefore be committed to containing the staff cost expenditure within this reduced budget. This would give a

tighter obligation for expenditure control compared with the current biennium (37 C/5) and may also have a risk of impeding the organization's ability to deliver.

12. Based on the above analyses, and mindful of such risks, the Director-General proposes a Lapse Factor of 5% to be applied to the 38 C/5 (2016-2017) staff cost budget, in order to contain the total staff costs at a minimum possible level and to provide maximum budget to operational activities under the budget ceiling determined by Member States.

Appendix 3

Estimate of incompressible costs

1. Identification of “incompressible costs” was considered to serve the following purposes:
 - For determining the initial budget envelopes for each sector/bureau for the Draft 38 C/5, in the spirit of preserving them from any budget cut if such cut was required, and thus enabling clearer budgetary prioritization within the remaining resources;
 - For identifying the weight of such costs which are considered rigid and beyond the control of the organization, which will help understand the nature of the organization’s cost structure;
 - For analyzing the evolution of these costs in the long term;
 - For identifying the area where some fundamental business re-engineering could be envisaged in order for further cost reduction.
2. As the detailed and exact cost contents are known only within each sector/bureau, the necessary information had to be collected from all sectors and bureaux. Also, the definition of incompressible costs had to be defined as clearly as possible even though such definition seemed not to readily exist.
3. In order for the sectors/bureaux to estimate their incompressible costs, the following points were noted :
4. Criteria for incompressible costs: Criteria for determining whether a cost item should be considered incompressible or not depends not only on the content of the costs but also on the time span, reform and business re-engineering perspectives, contractual conditions and obligations, status of external commitments, etc. Therefore certain cost items can be considered as incompressible costs in one biennium but not so in the next biennium, or vice-versa. Also, their amounts could/ should evolve from one biennium to another.
5. For the 5 Major Programmes, the following costs were identified:
 - Statutory costs: these costs are related to the programme costs of the statutory mandatory meetings designated by governing bodies. However, the estimate for such meetings for 2016-2017 should correspond to a minimum level after taking into account all possible cost saving measures.
 - Other inevitable programme costs: costs for implementing programmes which are mandatory or legally required. However, these were not to be confused with “important” or “high priority” programmes.

For non-programme sectors/bureaux, the following costs were examined :

- Costs of mandatory bills to be received in 2016-2017 beyond UNESCO’s control (such as contribution to the Joint Machinery of the UN System, loan repayment, insurance premium, etc.)

- Minimum fixed portion of maintenance costs under the premises conditions prevailing in 2016-2017, such as costs for electricity, water, heating, security, licenses, etc.
 - Costs arising from legally binding contracts already determined for 2016-2017, etc.
6. Also it was decided that staff costs (posts) would be excluded from the incompressible costs at this stage, although a certain portion of it could be incompressible. Once the staffing structure for a biennium is determined, the costs to fund the structure will become inevitable thus incompressible at least during that biennium, unless a restructuring is undertaken. However, the Secretariat is aware of the need for continuous streamlining of the structure, and in this sense the staff costs will have a compressible nature in the medium to long term.
 7. The incompressible costs estimated by sectors/bureaux have been adjusted with the aim to avoiding over-estimates. In particular, there were a number of cases whereby the cost item itself was of an incompressible (or unavoidable) nature but for which the amount required today was considered to be able to be reduced by one way or another. However it was difficult to determine what the minimum level for those items should be. In such cases, those items have not been included in the incompressible costs. Also, it is worth underlining that, for the Major Programme sectors, this category was strictly restricted to “statutory” costs, most of which related to the costs of mandatory meetings under the approved programmes.

The impact of the incompressible cost information on the exercise of the Draft 38 C/5 budget establishment, in technical terms, turned out to be not very significant. However, as mentioned above, it would be important and useful to monitor these incompressible costs over both the short term (2016-2017) and the long term (over several biennia in the future).

8. The following shows preliminary estimates of the incompressible costs under the Draft 38 C/5:

Incompressible costs

	\$	Remark
PART I – GENERAL POLICY AND DIRECTION		
A. Governing bodies	7 269 000	General conference and Executive Board costs.
B. Direction	–	
C. Joint Machinery of the UN System	16 794 900	Estimate of various bills payable to UN system's joint machinery.
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES		
A. Programmes		
Major Programme I – Education	–	Under the 5 Major Programmes, the incompressible costs are restricted to «statutory costs». These mainly relate to statutory meetings required under the programmes of each sector.
Major Programme II – Natural sciences	1 712 500	
Major Programme III – Social and human sciences	641 600	
Major Programme IV – Culture	5 779 200	
Major Programme V – Communication and information	500 000	
UNESCO Institute for Statistics	–	
Management of Field offices	14 129 400	Contractual commitments related to utilities, leases, premises maintenance, communications, bank charges, insurances, etc., in Field Offices, and costs for maintaining the global IT network.
B. Programme-related services		
1. Coordination and monitoring of action to benefit Africa	–	
2. Coordination and monitoring of action to implement Gender Equality	–	
3. UNESCO's response to post-conflict and post-disaster situations	–	
4. Strategic planning, programme monitoring and budget preparation	–	
5. Organization-wide knowledge management	–	
6. External relations and public information	610 000	Interregional meeting of National Commissions, interpretation fees and conferences of NGOs, Annual meeting of Goodwill Ambassadors.
C. Participation Programme and Fellowships	–	
PART III – CORPORATE SERVICES		
A. Human resources management	16 050 200	Fees for MBF management (Van Breda), insurances, IT licenses, contribution to MBF for the retirees, JCU contributions, staff association contributions, etc.
B. Financial management	210 600	Maintenance of financial management systems, contractual fees, IMSAS task force, etc.
C. Management of support services	2 618 900	Equipment and reparations for fire security, HQ building insurances, rental and maintenance of document production equipment, etc.
Housewide indirect costs (HQ maintenance and utility costs, IT license costs)	7 807 500	Maintenance and utility costs for the HQ premises, and contractual obligation for the IT licenses. These costs are distributed to sectors/bureaux.
PART IV – Loan Repayment for the renovation of the HQ premises and IBE building	14 082 400	Loan repayment in accordance with the repayment schedule.
TOTAL	88 206 200	

Annexes



Annex I – Budget summary by main line of action of regular and extrabudgetary resources

\$653M

PART	Regular Budget			Extrabudgetary resources ⁽¹⁾
	Operational budget	Staff budget	Draft 38 C/5 ZNG (\$653M)	
	\$	\$	\$	
PART I – GENERAL POLICY AND DIRECTION				
A. Governing bodies	8 411 800	2 100 500	10 512 300	–
B. Direction				
1. Directorate	876 000	1 835 400	2 711 400	–
2. Executive Office of the Director-General	1 877 000	4 432 300	6 309 300	2 082 000
3. Internal Oversight	715 700	5 163 300	5 879 000	899 000
4. International Standards and Legal Affairs	388 100	4 204 700	4 592 800	–
5. Ethics	96 600	660 300	756 900	–
Total, I.B	3 953 400	16 296 000	20 249 400	2 981 000
C. Participation in the Joint Machinery of the United Nations System	18 794 900	–	18 794 900	–
TOTAL, PART I	31 160 100	18 396 500	49 556 600	2 981 000
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES				
A. Programmes				
I. EDUCATION				
I.1 Supporting Member States to develop education systems to foster high-quality and inclusive lifelong learning for all	28 347 300	36 275 900	64 623 200	63 724 900
I.2 Empowering learners to be creative and responsible global citizens	4 747 300	7 152 900	11 900 200	8 488 500
I.3 Advancing education for all and shaping the future international education agenda	11 102 500	7 957 200	19 059 700	12 360 300
Total, I	44 197 100	51 386 000	95 583 100	84 573 700
UNESCO education institutes				
<i>(Regular budget financial allocations may include the costs of staff and activities)</i>				
UNESCO International Bureau of Education (IBE)	6 509 500	–	6 509 500	–
UNESCO International Institute for Educational Planning (IIEP)	6 882 600	–	6 882 600	–
UNESCO Institute for Lifelong Learning (UIL)	2 520 400	–	2 520 400	–
UNESCO Institute for Information Technologies in Education (IITE)	1 153 900	–	1 153 900	–
UNESCO International Institute for Capacity-Building in Africa (IICBA)	3 185 400	–	3 185 400	–
UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC)	2 786 400	–	2 786 400	–
UNESCO Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP)	493 000	–	493 000	–
Total, UNESCO education institutes	23 531 200	–	23 531 200	–
TOTAL, MAJOR PROGRAMME I	67 728 300	51 386 000	119 114 300	84 573 700
II. NATURAL SCIENCES				
II.1 Strengthening STI policies, governance and the science-policy-society interface	3 391 800	9 011 200	12 403 000	9 609 700
II.2 Building institutional capacities in science and engineering	4 071 100	3 845 800	7 916 900	14 392 300
II.3 Promoting knowledge and capacity for protecting and sustainably managing the ocean and coasts	4 705 800	8 564 600	13 270 400	6 262 000
II.4 Fostering international science collaboration for earth systems, biodiversity, and disaster risk reduction	2 309 400	4 906 700	7 216 100	418 800
II.5 Strengthening the role of ecological sciences and biosphere reserves	2 001 900	5 301 700	7 303 600	3 806 300
II.6 Strengthening freshwater security	4 825 200	10 530 000	15 355 200	13 742 800
Total, II	21 305 200	42 160 000	63 465 200	48 231 900
UNESCO science institutes				
<i>(Regular budget financial allocation may include the costs of staff and activities)</i>				
UNESCO-IHE Institute for Water Education (UNESCO-IHE)	–	–	–	85 183 200
Abdus Salam International Centre for Theoretical Physics (ICTP)	1 015 000	–	1 015 000	53 970 000
Total, UNESCO science institutes	1 015 000	–	1 015 000	139 153 200
TOTAL, MAJOR PROGRAMME II	22 320 200	42 160 000	64 480 200	187 385 100

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

PART	Regular Budget			Extrabudgetary resources ⁽¹⁾
	Operational budget	Staff budget	Draft 38 C/5 ZNG (\$653M)	
	\$	\$	\$	\$
III SOCIAL AND HUMAN SCIENCES				
III.1 Mobilizing future-oriented research, knowledge and policy making to support social transformations, social inclusion and intercultural dialogue	5 347 800	10 172 900	15 520 700	6 872 500
III.2 Empowering Member States to manage the ethical, legal, environmental and societal implications of scientific and technological challenges with a view to achieving inclusive and sustainable social development	2 509 800	4 154 900	6 664 700	500 500
III.3 Building policies through a participatory process with stakeholders in both the fields of youth and of sports; supporting youth development and civic engagement	4 156 700	7 190 200	11 346 900	18 046 100
TOTAL, MAJOR PROGRAMME III	12 014 300	21 518 000	33 532 300	25 419 100
IV CULTURE				
IV.1 Protecting, conserving, promoting and transmitting culture, heritage and history for dialogue and development	11 928 500	21 511 400	33 439 900	31 628 700
IV.2 Supporting and promoting the diversity of cultural expressions, the safeguarding of the intangible cultural heritage, and the development of cultural and creative industries	7 826 000	13 456 200	21 282 200	14 523 200
TOTAL, MAJOR PROGRAMME IV	19 754 500	34 967 600	54 722 100	46 151 900
V COMMUNICATION AND INFORMATION				
V.1 Promoting an enabling environment for freedom of expression, press freedom and journalistic safety, facilitating pluralism and participation in media, and supporting sustainable and independent media institutions	5 810 400	8 585 200	14 395 600	15 205 500
V.2 Enabling universal access and preservation of information and knowledge	8 361 300	10 146 900	18 508 200	1 507 100
TOTAL, MAJOR PROGRAMME V	14 171 700	18 732 100	32 903 800	16 712 600
UNESCO Institute for Statistics <i>(Regular budget financial allocation may include the costs of staff and activities)</i>	9 232 900	–	9 232 900	–
Management of Field Offices	26 391 100	57 962 700	84 353 800	1 224 500
Supplementary funding for the Field Network Reform	1 000 000	4 000 000	5 000 000	–
Total, II.A	172 613 000	230 726 400	403 339 400	361 466 900
B. Programme-related services				
1. Coordination and monitoring of action to benefit Africa	4 282 700	3 898 800	8 181 500	–
2. Coordination and monitoring of action to implement Priority Gender Equality	625 700	1 615 000	2 240 700	377 000
3. UNESCO's response to post-conflict and post-disaster situations	790 100	660 300	1 450 400	7 673 100
4. Strategic planning, programme monitoring and budget preparation	2 857 900	5 561 300	8 419 200	–
5. Organization-wide knowledge management	653 500	4 398 500	5 052 000	2 775 200
6. External relations and public information	5 142 000	19 492 100	24 634 100	891 400
Total, II.B	14 351 900	35 626 000	49 977 900	11 716 700
C. Participation Programme and Fellowships	16 842 900	1 562 800	18 405 700	–
TOTAL, PART II	203 807 800	267 915 200	471 723 000	373 183 600
PART III – CORPORATE SERVICES				
A. Human resources management				
1. Human resources management	5 559 600	13 860 500	19 420 100	530 400
2. Corporate-wide training and development of staff	2 000 000	–	2 000 000	–
3. Contribution to the Medical Benefits Fund (MBF) for Associate Participants and administrative costs	12 000 000	–	12 000 000	–
Total, III.A	19 559 600	13 860 500	33 420 100	530 400
B. Financial management				
1. Financial Management	1 003 200	13 434 900	14 438 100	4 140 400
2. Corporate-wide insurance premiums	–	–	–	–
Total, III.B	1 003 200	13 434 900	14 438 100	4 140 400

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

PART	Regular Budget			Extrabudgetary resources ⁽¹⁾
	Operational budget	Staff budget	Draft 38 C/5 ZNG (\$653M)	
	\$	\$	\$	\$
C. Management of support services				
1. Management and coordination of Support Services and Procurement	247 800	3 702 200	3 950 000	-
2. Management of languages and documents	2 397 300	14 862 800	17 260 100	2 328 800
3. Management of facilities, security and safety, conferences and cultural events	10 351 100	14 606 300	24 957 400	8 128 900
Total, III.C	12 996 200	33 171 300	46 167 500	10 457 700
D. Management of information systems and communications	2 304 800	9 282 500	11 587 300	819 000
TOTAL, PART III	35 863 800	69 749 200	105 613 000	15 947 500
TOTAL, PARTS I-III	270 831 700	356 060 900	626 892 600	392 112 100
Reserve for staffing adjustments (post classification and agreed separations)	-	3 000 000	3 000 000	-
Reserve for After Service Health Insurance long-term liability (ASHI)	-	3 748 000	3 748 000	-
	14 082 400	-	14 082 400	-
PART IV - LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES AND THE IBE BUILDING				
PART V - ANTICIPATED COST INCREASES	-	5 277 000	5 277 000	-
TOTAL, PARTS I-V	284 914 100	368 085 900	653 000 000	392 112 100

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

Annex I – Budget summary by main line of action of regular and extrabudgetary resources

\$667M

PART	Regular Budget			Extrabudgetary resources ⁽¹⁾
	Operational budget	Staff budget	Draft 38 C/5 ZNG+ (\$667M)	
	\$	\$	\$	\$
PART I – GENERAL POLICY AND DIRECTION				
A. Governing bodies	8 411 800	2 100 500	10 512 300	-
B. Direction				
1 Directorate	876 000	1 835 400	2 711 400	-
2. Executive Office of the Director-General	1 877 000	4 432 300	6 309 300	2 082 000
3. Internal Oversight	715 700	5 163 300	5 879 000	899 000
4. International Standards and Legal Affairs	388 100	4 204 700	4 592 800	-
5. Ethics	96 600	660 300	756 900	-
Total, I.B	3 953 400	16 296 000	20 249 400	2 981 000
C. Participation in the Joint Machinery of the United Nations System	18 794 900	-	18 794 900	-
TOTAL, PART I	31 160 100	18 396 500	49 556 600	2 981 000
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES				
A. Programmes				
I EDUCATION				
I.1 Supporting Member States to develop education systems to foster high-quality and inclusive lifelong learning for all	30 465 900	36 275 900	66 741 800	63 724 900
I.2 Empowering learners to be creative and responsible global citizens	5 121 500	7 152 900	12 274 400	8 488 500
I.3 Advancing education for all and shaping the future international education agenda	11 973 100	7 957 200	19 930 300	12 360 300
Total, I	47 560 500	51 386 000	98 946 500	84 573 700
UNESCO education institutes				
<i>(Regular budget financial allocations may include the costs of staff and activities)</i>				
UNESCO International Bureau of Education (IBE)	7 063 300	-	7 063 300	-
UNESCO International Institute for Educational Planning (IIEP)	7 468 100	-	7 468 100	-
UNESCO Institute for Lifelong Learning (UIL)	2 734 900	-	2 734 900	-
UNESCO Institute for Information Technologies in Education (IITE)	1 252 100	-	1 252 100	-
UNESCO International Institute for Capacity-Building in Africa (IICBA)	3 456 400	-	3 456 400	-
UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC)	3 023 500	-	3 023 500	-
UNESCO Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP)	493 000	-	493 000	-
Total, UNESCO education institutes	25 491 300	-	25 491 300	-
TOTAL, MAJOR PROGRAMME I	73 051 800	51 386 000	124 437 800	84 573 700
II NATURAL SCIENCES				
II.1 Strengthening STI policies, governance and the science-policy-society interface	3 856 800	9 118 300	12 975 100	9 609 700
II.2 Building institutional capacities in science and engineering	4 407 000	3 862 300	8 269 300	14 392 300
II.3 Promoting knowledge and capacity for protecting and sustainably managing the ocean and coasts	5 296 300	8 564 600	13 860 900	6 262 000
II.4 Fostering international science collaboration for earth systems, biodiversity, and disaster risk reduction	2 791 600	4 934 100	7 725 700	418 800
II.5 Strengthening the role of ecological sciences and biosphere reserves	2 119 400	5 329 200	7 448 600	3 806 300
II.6 Strengthening freshwater security	5 429 500	10 626 100	16 055 600	13 742 800
Total, II	23 900 600	42 434 600	66 335 200	48 231 900
UNESCO science institutes				
<i>(Regular budget financial allocation may include the costs of staff and activities)</i>				
UNESCO-IHE Institute for Water Education (UNESCO-IHE)	-	-	-	85 183 200
Abdus Salam International Centre for Theoretical Physics (ICTP)	1 015 000	-	1 015 000	53 970 000
Total, UNESCO science institutes	1 015 000	-	1 015 000	139 153 200
TOTAL, MAJOR PROGRAMME II	24 915 600	42 434 600	67 350 200	187 385 100

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

PART	Regular Budget			Extrabudgetary resources ⁽¹⁾
	Operational budget	Staff budget	Draft 38 C/5 ZNG+ (\$667M)	
	\$	\$	\$	\$
III SOCIAL AND HUMAN SCIENCES				
III.1 Mobilizing future-oriented research, knowledge and policy making to support social transformations, social inclusion and intercultural dialogue	6 043 200	10 172 900	16 216 100	6 872 500
III.2 Empowering Member States to manage the ethical, legal, environmental and societal implications of scientific and technological challenges with a view to achieving inclusive and sustainable social development	2 804 800	4 154 900	6 959 700	500 500
III.3 Building policies through a participatory process with stakeholders in both the fields of youth and of sports; supporting youth development and civic engagement	4 663 600	7 190 200	11 853 800	18 046 100
TOTAL, MAJOR PROGRAMME III	13 511 600	21 518 000	35 029 600	25 419 100
IV CULTURE				
IV.1 Protecting, conserving, promoting and transmitting culture, heritage and history for dialogue and development	13 742 300	21 511 400	35 253 700	31 628 700
IV.2 Supporting and promoting the diversity of cultural expressions, the safeguarding of the intangible cultural heritage, and the development of cultural and creative industries	8 437 100	13 456 200	21 893 300	14 523 200
TOTAL, MAJOR PROGRAMME IV	22 179 400	34 967 600	57 147 000	46 151 900
V COMMUNICATION AND INFORMATION				
V.1 Promoting an enabling environment for freedom of expression, press freedom and journalistic safety, facilitating pluralism and participation in media, and supporting sustainable and independent media institutions	6 412 400	8 585 200	14 997 600	15 205 500
V.2 Enabling universal access and preservation of information and knowledge	9 227 700	10 146 900	19 374 600	1 507 100
TOTAL, MAJOR PROGRAMME V	15 640 100	18 732 100	34 372 200	16 712 600
UNESCO Institute for Statistics	9 648 800	–	9 648 800	–
<i>(Regular budget financial allocation may include the costs of staff and activities)</i>				
Management of Field Offices	26 391 100	57 962 700	84 353 800	1 224 500
Supplementary funding for the Field Network Reform	1 000 000	4 000 000	5 000 000	–
Total, II.A	186 338 400	231 001 000	417 339 400	361 466 900
B. Programme-related services				
1. Coordination and monitoring of action to benefit Africa	4 282 700	3 898 800	8 181 500	–
2. Coordination and monitoring of action to implement Priority Gender Equality	625 700	1 615 000	2 240 700	377 000
3. UNESCO's response to post-conflict and post-disaster situations	790 100	660 300	1 450 400	7 673 100
4. Strategic planning, programme monitoring and budget preparation	2 857 900	5 561 300	8 419 200	–
5. Organization-wide knowledge management	653 500	4 398 500	5 052 000	2 775 200
6. External relations and public information	5 142 000	19 492 100	24 634 100	891 400
Total, II.B	14 351 900	35 626 000	49 977 900	11 716 700
C. Participation Programme and Fellowships	16 842 900	1 562 800	18 405 700	–
TOTAL, PART II	217 533 200	268 189 800	485 723 000	373 183 600
PART III – CORPORATE SERVICES				
A. Human resources management				
1. Human resources management	5 559 600	13 860 500	19 420 100	530 400
2. Corporate-wide training and development of staff	2 000 000	–	2 000 000	–
3. Contribution to the Medical Benefits Fund (MBF) for Associate Participants and administrative costs	12 000 000	–	12 000 000	–
Total, III.A	19 559 600	13 860 500	33 420 100	530 400
B. Financial management				
1. Financial Management	1 003 200	13 434 900	14 438 100	4 140 400
2. Corporate-wide insurance premiums	–	–	–	–
Total, III.B	1 003 200	13 434 900	14 438 100	4 140 400

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

\$667M

PART	Regular Budget			Extrabudgetary resources ⁽¹⁾
	Operational budget	Staff budget	Draft 38 C/5 ZNG+ (\$667M)	
	\$	\$	\$	\$
C. Management of support services				
1. Management and coordination of Support Services and Procurement	247 800	3 702 200	3 950 000	-
2. Management of languages and documents	2 397 300	14 862 800	17 260 100	2 328 800
3. Management of facilities, security and safety, conferences and cultural events	10 351 100	14 606 300	24 957 400	8 128 900
Total, III.C	12 996 200	33 171 300	46 167 500	10 457 700
D. Management of information systems and communications	2 304 800	9 282 500	11 587 300	819 000
TOTAL, PART III	35 863 800	69 749 200	105 613 000	15 947 500
TOTAL, PARTS I-III	284 557 100	356 335 500	640 892 600	392 112 100
Reserve for staffing adjustments (post classification and agreed separations)	-	3 000 000	3 000 000	-
Reserve for After Service Health Insurance long-term liability (ASHI)	-	3 748 000	3 748 000	-
	14 082 400	-	14 082 400	-
PART IV - LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES AND THE IBE BUILDING				
PART V - ANTICIPATED COST INCREASES	-	5 277 000	5 277 000	-
TOTAL, PARTS I-V	298 639 500	368 360 500	667 000 000	392 112 100

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

Annex II – Summary of regular programme established posts by grade category: comparison between 37 C/ Approved and 38 C/5 proposed (\$653M)

Note: 38 C/5 proposed (\$653M) costs are based on 5% lapse factor whereas 37 C/5 Approved costs are not applied with any lapse factor.

Sector/Unit	Posts at Headquarters						Posts in the Field						Total HQ and Field		
	DG/ DDG/ ADG	D	P	GS	Total HQ		D	P	NPO	L	Total Field		Posts	Costs	
					Posts	Costs					Posts	Costs			
						\$						\$			
PART I – GENERAL POLICY AND DIRECTION															
A. Governing bodies															
	<i>37 C/5 Approved</i>	1	2	5	8	2 223 000						8	2 223 000		
	38 C/5 proposed \$653M	1	2	6	9	2 100 500						9	2 100 500		
B. Direction															
	<i>37 C/5 Approved</i>	2	6	39	20	67	19 169 500	1			1	347 000	68	19 516 500	
	38 C/5 proposed \$653M	2	3	38	13.5	56.5	16 296 000				-	-	56.5	16 296 000	
TOTAL, PART I	<i>37 C/5 Approved</i>	2	7	41	25	75	21 392 500	1			1	347 000	76.0	21 739 500	
	38 C/5 proposed \$653M	2	4	40	19.5	65.5	18 396 500						65.5	18 396 500	
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES															
A. Programmes															
Education Sector (ED)															
	<i>37 C/5 Approved</i>	1	6	69	40	116	30 722 000	2	83	32	4	121	36 936 600	237	67 658 600
	38 C/5 proposed \$653M	1	4	49	31	85	21 764 900	1	68	31	11	111	29 621 100	196	51 386 000
Natural Sciences Sector (SC)															
	<i>37 C/5 Approved</i>	2	5	55	44	106	27 011 000	40	12			52	16 170 000	158	43 181 000
	38 C/5 proposed \$653M	2	3	60	31	96	25 304 600	39	20.0	3.5	62.5	16 855 400	158.5	42 160 000	
(of which IOC)															
	<i>37 C/5 Approved</i>	1	1	11.5	9	22.5	5 781 000	6.5	1.5			8	2 390 000	30.5	8 171 000
	38 C/5 proposed \$653M	1		14	8	23	6 024 900	6	2.5			8.5	2 539 400	31.5	8 564 300
Social and Human Sciences Sector (SHS)															
	<i>37 C/5 Approved</i>	1	4	35	17	57	14 497 600	19	5			24.0	7 448 000	81	21 945 600
	38 C/5 proposed \$653M	1	2	34	14	51	13 705 700	22	2.5			24.5	7 812 300	75.5	21 518 000

Sector/Unit	Posts at Headquarters						Posts in the Field						Total HQ and Field		
	DG/ DDG/ ADG	D	P	GS	Total HQ		D	P	NPO	L	Total Field		Posts	Costs	
					Posts	Costs					Posts	Costs			
Culture Sector (CLT)															
	<i>37 C/5 Approved</i>	1	4	57	39	101	25 574 000		30	21		51	13 270 000	152	38 844 000
	38 C/5 proposed \$653M	1	3	52	37	93	22 435 200		28	24.0	2.0	54.0	12 532 400	147	34 967 600
Communication and Information Sector (CI)															
	<i>37 C/5 Approved</i>	1	2	24	18	45	11 621 000		17	11		28	7 715 000	73	19 336 000
	38 C/5 proposed \$653M	1	2	24	17	44	11 288 800		15	16.0	1.0	32.0	7 443 300	76	18 732 100
Field office implementation of decentralized programmes (BFC)															
	<i>37 C/5 Approved</i>			5	2	7	1 924 000	36	62	9	296	403	64 076 000	410	66 000 000
	38 C/5 proposed \$653M			5	2	7	1 887 700	30	65	8	286	389	56 075 000	396	57 962 700
Supplementary funding for the field network reform															
	<i>37 C/5 Approved</i>													4 000 000	
	38 C/5 proposed \$653M													4 000 000	
B. Programme-related services															
Coordination and monitoring of action to benefit Africa (AFR)															
	<i>37 C/5 Approved</i>	1	2	8	6	17	4 725 000		1	1		2	472 000	19	5 197 000
	38 C/5 proposed \$653M	1	1	6	5	13	3 593 800		1			1	305 000	14	3 898 800
Coordination and monitoring of action to implement Gender Equality (GE)															
	<i>37 C/5 Approved</i>		1	3	1	5	1 640 000							5	1 640 000
	38 C/5 proposed \$653M		1	3	1	5	1 615 000							5	1 615 000
UNESCO's response to post-conflict and post-disaster situations															
	<i>37 C/5 Approved</i>			3		3	994 100							3	994 100
	38 C/5 proposed \$653M			2		2	660 300							2	660 300
Strategic planning, programme monitoring and budget preparation (BSP)															
	<i>37 C/5 Approved</i>		2	13	8	23	6 392 000							23	6 392 000
	38 C/5 proposed \$653M	1	1	10	7	19	5 561 300							19	5 561 300
Organization-wide knowledge management (OKM)															
	<i>37 C/5 Approved</i>		1	13	3	17	4 679 000							17	4 679 000
	38 C/5 proposed \$653M		1	13	2	16	4 398 500							16	4 398 500
External Relations and Public Information (ERI)															
	<i>37 C/5 Approved</i>	1	3	39	40	83	19 944 000		6			6	2 255 000	89	22 199 000
	38 C/5 proposed \$653M	1	2	42	30	75	18 046 200		4			4	1 445 900	79	19 492 100

Sector/Unit	Posts at Headquarters						Posts in the Field						Total HQ and Field			
	DG/ DDG/ ADG	D	P	GS	Total HQ		D	P	NPO	L	Total Field		Posts	Costs		
					Posts	Costs					Posts	Costs				
C. Participation Programme and Fellowships	<i>37 C/5 Approved</i>		2	8	10	1 917 000							10	1 917 000		
	38 C/5 proposed \$653M		2	6	8	1 562 800							8	1 562 800		
TOTAL, PART II	<i>37 C/5 Approved</i>		8	30	326	226	590	151 640 700	38	258	91	300	687	148 342 600	1 277	303 983 300
	38 C/5 proposed \$653M		9	20	302	183	514	131 824 800	31	242	102	304	678	132 090 400	1 192	267 915 200
PART III – CORPORATE SERVICES																
A. Human resources management (HRM)	<i>37 C/5 Approved</i>		1	24	39	64	13 935 000							64	13 935 000	
	38 C/5 proposed \$653M		1	28	33	62	13 860 500							62	13 860 500	
B. Financial Management (BFM)	<i>37 C/5 Approved</i>		1	28	30	59	13 717 000							59	13 717 000	
	38 C/5 proposed \$653M		2	27	29	58	13 434 900							58	13 434 900	
C. Management of Support Services (MSS)	<i>37 C/5 Approved as adjusted</i>		2	49	157	208	39 832 000							208	39 832 000	
	38 C/5 proposed \$653M		2	39	136	177	33 171 300							177	33 171 300	
D. Management of information systems and communications	<i>37 C/5 Approved as adjusted</i>			21	29	50	10 367 000							50	10 367 000	
	38 C/5 proposed \$653M			21	25	46	9 282 500							46	9 282 500	
TOTAL, PART III	<i>37 C/5 Approved</i>		4	122	255	381	77 851 000							381	77 851 000	
	38 C/5 proposed \$653M		5	115	223	343	69 749 200							343	69 749 200	
GRAND TOTAL, PARTS I-III	<i>37 C/5 Approved</i>		10	41	489	506	1 046	250 884 200	38	259	91	300	688	148 689 600	1 734	403 573 800
	38 C/5 proposed \$653M		11	29	457	425.5	922.5	219 970 500	31	242	102	304	678	132 090 400	1 600.5	356 060 900

Annex II – Summary of regular programme established posts by grade category: comparison between 37 C/ Approved and 38 C/5 proposed (\$667M)

Note: 38 C/5 proposed (\$667M) costs are based on 5% lapse factor whereas 37 C/5 Approved costs are not applied with any lapse factor

Sector/Unit	Posts at Headquarters						Posts in the Field						Total HQ and Field		
	DG/ DDG/ ADG	D	P	GS	Total HQ		D	P	NPO	L	Total Field		Posts	Costs	
					Posts	Costs					Posts	Costs			
						\$						\$		\$	
PART I – GENERAL POLICY AND DIRECTION															
A. Governing bodies															
	<i>37 C/5 Approved</i>		1	2	5	8	2 223 000						8	2 223 000	
	38 C/5 proposed \$667M		1	2	6	9	2 100 500						9	2 100 500	
B. Direction															
	<i>37 C/5 Approved</i>	2	6	39	20	67	19 169 500	1			1	347 000	68	19 516 500	
	38 C/5 proposed \$667M	2	3	38	13.5	56.5	16 296 000						56.5	16 296 000	
TOTAL, PART I	<i>37 C/5 Approved</i>	2	7	41	25	75	21 392 500	1			1	347 000	76.0	21 739 500	
	38 C/5 proposed \$667M	2	4	40	19.5	65.5	18 396 500						65.5	18 396 500	
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES															
A. Programmes															
Education Sector (ED)	<i>37 C/5 Approved</i>	1	6	69	40	116	30 722 000	2	83	32	4	121	36 936 600	237	67 658 600
	38 C/5 proposed \$667M	1	4	49	31	85	21 764 900	1	68	31	11	111	29 621 100	196	51 386 000
Natural Sciences Sector (SC)	<i>37 C/5 Approved</i>	2	5	55	44	106	27 011 000	40	12			52	16 170 000	158	43 181 000
	38 C/5 proposed \$667M	2	3	61	31	97	25 579 200	39	20	3.5	62.5	16 855 400	159.5	42 434 600	
(of which IOC)	<i>37 C/5 Approved</i>	1	1	11.5	9	22.5	5 781 000	6.5	1.5			8	2 390 000	30.5	8 171 000
	38 C/5 proposed \$667M	1		14	8	23	6 024 900	6	2.5			8.5	2 539 700	31.5	8 564 600
Social and Human Sciences Sector (SHS)	<i>37 C/5 Approved</i>	1	4	35	17	57	14 497 600	19	5			24.0	7 448 000	81	21 945 600
	38 C/5 proposed \$667M	1	2	34	14	51	13 705 700	22	2.5			24.5	7 812 300	75.5	21 518 000

Sector/Unit	Posts at Headquarters							Posts in the Field						Total HQ and Field	
	DG/ DDG/ ADG	D	P	GS	Total HQ		D	P	NPO	L	Total Field		Posts	Costs	
					Posts	Costs					Posts	Costs			
						\$						\$			
Culture Sector (CLT)	<i>37 C/5 Approved</i>	1	4	57	39	101	25 574 000		30	21		51	13 270 000	152	38 844 000
	38 C/5 proposed \$667M	1	3	52	37	93	22 435 200		28	24.0	2.0	54.0	12 532 400	147	34 967 600
Communication and Information Sector (CI)	<i>37 C/5 Approved</i>	1	2	24	18	45	11 621 000		17	11		28	7 715 000	73	19 336 000
	38 C/5 proposed \$667M	1	2	24	17	44	11 288 800		15	16.0	1.0	32.0	7 443 300	76	18 732 100
Field office implementation of decentralized programmes (BFC)	<i>37 C/5 Approved</i>			5	2	7	1 924 000	36	62	9	296	403	64 076 000	410	66 000 000
	38 C/5 proposed \$667M			5	2	7	1 887 700	30	65	8	286	389	56 075 000	396	57 962 700
Supplementary funding for the field network reform	<i>37 C/5 Approved</i>														4 000 000
	38 C/5 proposed \$667M														4 000 000
B. Programme-related services															
Coordination and monitoring of action to benefit Africa (AFR)	<i>37 C/5 Approved</i>	1	2	8	6	17	4 725 000		1	1		2	472 000	19	5 197 000
	38 C/5 proposed \$667M	1	1	6	5	13	3 593 800		1			1	305 000	14	3 898 800
Coordination and monitoring of action to implement Gender Equality (GE)	<i>37 C/5 Approved</i>		1	3	1	5	1 640 000							5	1 640 000
	38 C/5 proposed \$667M		1	3	1	5	1 615 000							5	1 615 000
UNESCO's response to post-conflict and post-disaster situations	<i>37 C/5 Approved</i>			3		3	994 100							3	994 100
	38 C/5 proposed \$667M			2		2	660 300							2	660 300
Strategic planning, programme monitoring and budget preparation (BSP)	<i>37 C/5 Approved</i>		2	13	8	23	6 392 000							23	6 392 000
	38 C/5 proposed \$667M	1	1	10	7	19	5 561 300							19	5 561 300
Organization-wide knowledge management (OKM)	<i>37 C/5 Approved</i>		1	13	3	17	4 679 000							17	4 679 000
	38 C/5 proposed \$667M		1	13	2	16	4 398 500							16	4 398 500
External Relations and Public Information (ERI)	<i>37 C/5 Approved</i>	1	3	39	40	83	19 944 000		6			6	2 255 000	89	22 199 000
	38 C/5 proposed \$667M	1	2	42	30	75	18 046 200		4			4	1 445 900	79	19 492 100

Sector/Unit	Posts at Headquarters						Posts in the Field						Total HQ and Field				
	DG/ DDG/ ADG	D	P	GS	Total HQ		D	P	NPO	L	Total Field		Posts	Costs			
					Posts	Costs					Posts	Costs					
																\$	
C. Participation Programme and Fellowships				2	8	10	1 917 000						10	1 917 000			
				2	6	8	1 562 800						8	1 562 800			
TOTAL, PART II				8	30	326	226	590	151 640 700	38	258	91	300	687	148 342 600	1 277	303 983 300
				9	20	303	183	515	132 099 400	31	242	101.5	303.5	678	132 090 400	1 193	268 189 800
PART III – CORPORATE SERVICES																	
A. Human resources management (HRM)				1	24	39	64	13 935 000						64	13 935 000		
				1	28	33	62	13 860 500						62	13 860 500		
B. Financial Management (BFM)				1	28	30	59	13 717 000						59	13 717 000		
				2	27	29	58	13 434 900						58	13 434 900		
C. Management of Support Services (MSS)				2	49	157	208	39 832 000						208	39 832 000		
				2	39	136	177	33 171 300						177	33 171 300		
D. Management of information systems and communications					21	29	50	10 367 000						50	10 367 000		
					21	25	46	9 282 500						46	9 282 500		
TOTAL, PART III				4	122	255	381	77 851 000						381	77 851 000		
				5	115	223	343	69 749 200						343	69 749 200		
GRAND TOTAL, PARTS I-III				10	41	489	506	1 046	250 884 200	38	259	91	300	688	148 689 600	1 734	403 573 800
				11	29	458	425.5	923.5	220 245 100	31	242	101.5	303.5	678	132 090 400	1 601.5	356 335 500

Annex III – Summary of decentralization by region

List of field offices (excluding UNESCO institutes and centres)

Africa

Multisectoral Regional Offices

Abuja
Dakar
Harare
Nairobi
Yaoundé

National Offices

Abidjan
Accra
Bamako
Brazzaville
Bujumbura
Dar es Salaam
Juba
Kinshasa
Libreville
Maputo
Windhoek

Arab States

Cluster Offices and Regional Bureaux

Beirut, and Regional Bureau for Education
Cairo, and Regional Bureau for Sciences
Doha
Rabat

National Offices

Amman
Iraq (Amman / Bagdad)
Khartoum
Ramallah

Asia and the Pacific

Cluster Offices and Regional Bureaux

Almaty
Apia
Bangkok, and Regional Bureau for Education
Beijing
Jakarta, and Regional Bureau for Sciences
New Delhi
Tehran

National Offices

Dhaka
Hanoi
Islamabad
Kabul
Kathmandu
Phnom Penh
Tashkent

Europe and North America

Cluster Offices and Regional Bureaux

Venice, Regional Bureau for Sciences
and Culture in Europe

Liaison Offices

Addis Ababa, and National Office
Brussels
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 Sciences
Quito
San José

National Offices

Brasilia
Guatemala
Lima
Mexico
Port-au-Prince
Santiago, and Regional Bureau for Education

Table 1 – Regular programme by region and decentralized extrabudgetary funds (5 Major Programmes, UIS, Field Management, AFR, ERI)**\$653M**

Major Programme / Main line of action / Unit	Regular Budget							Draft 38 C/5 ZNG scenario (\$653M)	Decentralized extrabudgetary resources ⁽¹⁾
	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⁾	21 764 900	9 241 700	5 798 900	8 294 300	1 344 300	4 941 900	29 621 100	51 386 000	–
	42.4%	18.0%	11.3%	16.1%	2.6%	9.6%	57.6%	100.0%	
II. Activities									
I.1	13 108 500	6 048 200	3 196 400	3 993 700	–	2 000 500	15 238 800	28 347 300	58 670 500
I.2	2 930 900	657 900	160 700	653 500	–	344 300	1 816 400	4 747 300	4 483 600
I.3	6 332 500	2 556 600	590 900	1 166 200	–	456 300	4 770 000	11 102 500	631 600
UNESCO education institutes, IICBA, IESALC and MGIEP	–	3 185 400	–	493 000	–	2 786 400	6 464 800	6 464 800	–
Total Activities⁽³⁾	22 371 900	12 448 100	3 948 000	6 306 400	–	5 587 500	28 290 000	50 661 900	63 785 700
	44.2%	24.6%	7.8%	12.4%	0.0%	11.0%	55.8%	100.0%	
Total, ED (excl. IBE, IIEP, UIL, IITE)	44 136 800	21 689 800	9 746 900	14 600 700	1 344 300	10 529 400	57 911 100	102 047 900	63 785 700
	43.3%	21.3%	9.6%	14.3%	1.3%	10.3%	56.7%	100.0%	
UNESCO education institutes IBE, IIEP, UIL, IITE	–	–	–	–	–	–	–	17 066 400	–
Total, ED (incl. IBE, IIEP, UIL, IITE)	44 136 800	21 689 800	9 746 900	14 600 700	1 344 300	10 529 400	57 911 100	119 114 300	63 785 700
	37.1%	18.2%	8.2%	12.3%	1.1%	8.8%	48.6%	100.0%	

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

(2) Established posts do not include UNESCO education institutes

(3) Excluding the education institutes for which the distribution of activities by region is not available (IBE, IIEP, UIL, IITE).

Major Programme / Main line of action / Unit	Regular Budget							Draft 38 C/5 ZNG scenario (\$653M)	Decentralized extrabudgetary resources ⁽¹⁾
	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)	25 304 000	5 905 850	1 901 700	4 143 300	2 035 350	2 869 800	16 856 000	42 160 000	–
	60.0%	14.0%	4.5%	9.8%	4.8%	6.8%	40.0%	100.0%	
II. Activities									
II.1	1 722 800	846 000	113 200	305 400	1 200	403 200	1 669 000	3 391 800	7 524 500
II.2	2 720 700	553 000	457 400	13 700	800	325 500	1 350 400	4 071 100	7 734 700
II.3	3 558 200	438 300	45 000	454 400	–	209 900	1 147 600	4 705 800	–
II.4	1 203 600	323 500	117 900	334 200	99 100	231 100	1 105 800	2 309 400	–
II.5	1 338 300	220 800	122 900	118 900	63 000	138 000	663 600	2 001 900	1 176 400
II.6	2 819 400	585 800	517 300	395 800	67 500	439 400	2 005 800	4 825 200	10 266 200
UNESCO science institutes ICTP and IHE	–	456 700	50 700	253 800	0	253 800	1 015 000	1 015 000	139 153 200
Total Activities	13 363 000	3 424 100	1 424 400	1 876 200	231 600	2 000 900	8 957 200	22 320 200	165 855 000
	59.9%	15.3%	6.4%	8.4%	1.0%	9.0%	40.1%	100.0%	
Total, SC	38 667 000	9 329 950	3 326 100	6 019 500	2 266 950	4 870 700	25 813 200	64 480 200	165 855 000
	60.0%	14.5%	5.2%	9.3%	3.5%	7.6%	40.0%	100.0%	
Total, SC (excluding institutes)	38 667 000	8 873 250	3 275 400	5 765 700	2 266 950	4 616 900	24 798 200	63 465 200	26 701 800
	60.9%	14.0%	5.2%	9.1%	3.6%	7.3%	39.1%	100.0%	
SOCIAL AND HUMAN SCIENCES									
I. Staff (established posts)	13 705 700	2 025 300	1 342 400	2 433 900	–	2 010 700	7 812 300	21 518 000	–
	63.7%	9.4%	6.2%	11.3%	0.0%	9.3%	36.3%	100.0%	
II. Activities									
III.1	1 940 900	1 230 100	725 600	725 600	–	725 600	3 406 900	5 347 800	6 461 800
III.2	925 200	572 100	337 500	337 500	–	337 500	1 584 600	2 509 800	–
III.3	1 593 800	940 900	540 600	540 700	–	540 700	2 562 900	4 156 700	11 561 000
Total Activities	4 459 900	2 743 100	1 603 700	1 603 800	–	1 603 800	7 554 400	12 014 300	18 022 800
	37.1%	22.8%	13.3%	13.3%	0.0%	13.3%	62.9%	100.0%	
Total, SHS	18 165 600	4 768 400	2 946 100	4 037 700	–	3 614 500	15 366 700	33 532 300	18 022 800
	54.2%	14.2%	8.8%	12.0%	0.0%	10.8%	45.8%	100.0%	

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

Major Programme / Main line of action / Unit	Regular Budget							Draft 38 C/5 ZNG scenario (\$653M)	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)	22 435 200	4 813 650	1 784 100	3 296 500	346 750	2 291 400	12 532 400	34 967 600	-
	64.2%	13.8%	5.1%	9.4%	1.0%	6.6%	35.8%	100.0%	
II. Activities									
IV.1	6 610 500	2 080 600	661 900	1 330 300	146 000	1 099 200	5 318 000	11 928 500	9 032 800
IV.2	5 127 000	752 600	460 900	789 400	63 900	632 200	2 699 000	7 826 000	577 100
Total Activities	11 737 500	2 833 200	1 122 800	2 119 700	209 900	1 731 400	8 017 000	19 754 500	9 609 900
	59.4%	14.3%	5.7%	10.7%	1.1%	8.8%	40.6%	100.0%	
Total, CLT	34 172 700	7 646 850	2 906 900	5 416 200	556 650	4 022 800	20 549 400	54 722 100	9 609 900
	62.4%	14.0%	5.3%	9.9%	1.0%	7.4%	37.6%	100.0%	
COMMUNICATION AND INFORMATION									
I. Staff (established posts)	11 288 850	2 780 650	1 180 850	1 558 000	406 600	1 517 150	7 443 250	18 732 100	
	60.3%	14.8%	6.3%	8.3%	2.2%	8.1%	39.7%	100.0%	
II. Activities									
V.1	2 683 200	1 194 000	398 000	852 900	0	682 300	3 127 200	5 810 400	5 119 400
V.2	3 861 300	1 718 200	572 700	1 227 300	0	981 800	4 500 000	8 361 300	996 500
Total Activities	6 544 500	2 912 200	970 700	2 080 200	-	1 664 100	7 627 200	14 171 700	6 115 900
	46.2%	20.5%	6.8%	14.7%	0.0%	11.7%	53.8%	100.0%	
Total, CI	17 833 350	5 692 850	2 151 550	3 638 200	406 600	3 181 250	15 070 450	32 903 800	6 115 900
	54.2%	17.3%	6.5%	11.1%	1.2%	9.7%	45.8%	100.0%	
Subtotal, Major Programme Activities (excl. IBE, IIEP, UIL, IITE)	58 476 800	24 360 700	9 069 600	13 986 300	441 500	12 587 700	60 445 800	118 922 600	263 389 200
	49.2%	20.5%	7.6%	11.8%	0.4%	10.6%	50.8%	100.0%	
Subtotal, Major Programme Activities (incl. IBE, IIEP, UIL, IITE)	58 476 800						60 445 800	135 989 000	263 389 200
	43.0%						44.4%	100.0%	

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

\$653M

Major Programme / Main line of action / Unit	Regular Budget							Draft 38 C/5 ZNG scenario (\$653M)	Decentralized extrabudgetary resources ⁽¹⁾
	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⁾	-	-	-	-	-	-	9 232 900	9 232 900	-
Management of Field Offices									
A. Field Management of decentralized programmes – staff (established posts)	1 887 700	16 961 100	9 810 700	13 691 800	3 371 600	12 239 800	56 075 000	57 962 700	-
B. Field office operating costs	2 410 000	8 248 300	2 940 300	6 672 700	1 884 200	4 235 600	23 981 100	26 391 100	1 224 500
Total, Field Management	4 297 700	25 209 400	12 751 000	20 364 500	5 255 800	16 475 400	80 056 100	84 353 800	1 224 500
	5.1%	29.9%	15.1%	24.1%	6.2%	19.5%	94.9%	100.0%	
Supplementary funding for the Field Network Reform (FNR)									
I. Staff (established posts)	-	1 000 000	3 000 000	-	-	-	4 000 000	4 000 000	-
II. Activities	-	200 000	800 000	-	-	-	1 000 000	1 000 000	-
Total, Field Network Reform	-	1 200 000	3 800 000	-	-	-	5 000 000	5 000 000	-
	0.0%	24.0%	76.0%	0.0%	0.0%	0.0%	100.0%	100.0%	
Subtotal, Part II. A (excl. IBE, IIER, UIL, IITE, UIS)	157 273 150	75 537 250	37 628 550	54 076 800	9 830 300	42 694 050	219 766 950	377 040 100	264 613 700
	41.7%	20.0%	10.0%	14.3%	2.6%	11.3%	58.3%	100.0%	
Subtotal, Part II. A (incl. financial allocation for all institutes)	157 273 150						228 999 850	403 339 400	264 613 700
	39.0%						56.8%	100.0%	
Part II.B.1									
Coordination and monitoring of action to benefit Africa									
I. Staff (established posts)	3 593 800	305 000	-	-	-	-	305 000	3 898 800	-
II. Activities	4 009 700	273 000	-	-	-	-	273 000	4 282 700	-
Subtotal, Part II.B.1	7 603 500	578 000	-	-	-	-	578 000	8 181 500	-
	92.9%	7.1%	0.0%	0.0%	0.0%	0.0%	7.1%	100.0%	

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

(4) The distribution of the UIS activities budget by region is not available.

\$653M

Major Programme / Main line of action / Unit	Regular Budget							Draft 38 C/5 ZNG scenario (\$653M)	Decentralized extrabudgetary resources ⁽¹⁾
	HQ	Field					Total Field		
		Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean			
	\$	\$	\$	\$	\$	\$	\$	\$	
Part II.B.6									
External relations and public information									
I. Staff (established posts)	18 046 200	–	–	267 900	807 500	370 500	1 445 900	19 492 100	–
II. Activities (operating costs)	5 052 000	–	–	30 000	30 000	30 000	90 000	5 142 000	–
Subtotal, Part II.B.5	23 098 200	–	–	297 900	837 500	400 500	1 535 900	24 634 100	–
	93.8%	0.0%	0.0%	1.2%	3.4%	1.6%	6.2%	100.0%	
Total, Staff	118 026 350	43 033 250	24 818 650	33 685 700	8 312 100	26 241 250	136 090 950	254 117 300	–
	46.4%	16.9%	9.8%	13.3%	3.3%	10.3%	53.6%	100.0%	
Total, Activities (excl. IBE, IIEP, UIL, IITE, UIS)	69 948 500	33 082 000	12 809 900	20 689 000	2 355 700	16 853 300	85 789 900	155 738 400	264 613 700
	44.9%	21.2%	8.2%	13.3%	1.5%	10.8%	55.1%	100.0%	
Total, Activities (incl. all institutes)	69 948 500						95 022 800	182 037 700	264 613 700
	38.4%						52.2%	100.0%	
TOTAL	187 974 850						231 113 750	436 155 000	264 613 700
	43.1%						53.0%	100.0%	

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

	Regular budget	Extrabudgetary
	\$	\$
38 C/5 Proposed	653 000 000	392 112 100
Decentralized funds	231 113 750	264 613 700
Decentralization rate	35.4%	67.5%

Table 1 – Regular programme by region and decentralized extrabudgetary funds (5 Major Programmes, UIS, Field Management, AFR, ERI)

667 M\$

Major Programme / Main line of action / Unit	Regular Budget						Total Field	Draft 38 C/5 ZNG+ scenario (\$667M)	Decentralized extrabudgetary resources ⁽¹⁾
	HQ	Field							
		Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean			
\$	\$	\$	\$	\$	\$	\$	\$	\$	
EDUCATION									
I. Staff (established posts) ⁽²⁾	21 764 900	9 241 700	5 798 900	8 294 300	1 344 300	4 941 900	29 621 100	51 386 000	–
	42.4%	18.0%	11.3%	16.1%	2.6%	9.6%	57.6%	100.0%	
II. Activities									
I.1	14 154 600	6 465 800	3 359 500	4 321 300	23 500	2 141 200	16 311 300	30 465 900	58 670 500
I.2	3 156 200	712 000	173 700	707 200	12 600	359 800	1 965 300	5 121 500	4 483 600
I.3	6 871 200	2 726 200	619 800	1 262 000	18 400	475 500	5 101 900	11 973 100	631 600
UNESCO education institutes, IICBA, IESALC and MGIEP	–	3 456 400	–	493 000	–	3 023 500	6 972 900	6 972 900	–
Total Activities⁽³⁾	24 182 000	13 360 400	4 153 000	6 783 500	54 500	6 000 000	30 351 400	54 533 400	63 785 700
	44.3%	24.5%	7.6%	12.4%	0.1%	11.0%	55.7%	100.0%	
Total, ED (excl. IBE, IIEP, UIL, IITE)	45 946 900	22 602 100	9 951 900	15 077 800	1 398 800	10 941 900	59 972 500	105 919 400	63 785 700
	43.4%	21.3%	9.4%	14.2%	1.3%	10.3%	56.6%	100.0%	
UNESCO education institutes IBE, IIEP, UIL, IITE	–	–	–	–	–	–	18 518 400	18 518 400	–
Total, ED (incl. IBE, IIEP, UIL, IITE)	45 946 900	22 602 100	9 951 900	15 077 800	1 398 800	10 941 900	78 490 900	124 437 800	63 785 700
	36.9%	18.2%	8.0%	12.1%	1.1%	8.8%	63.1%	100.0%	

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

(2) Established posts do not include UNESCO education institutes

(3) Excluding the education institutes for which the distribution of activities by region is not available (IBE, IIEP, UIL, IITE).

Major Programme / Main line of action / Unit	Regular Budget							Draft 38 C/5 ZNG+ scenario (\$667M)	Decentralized extrabudgetary resources ⁽¹⁾
	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)	25 578 600 60.3%	5 905 850 13.9%	1 901 700 4.5%	4 143 400 9.8%	2 035 250 4.8%	2 869 800 6.8%	16 856 000 39.7%	42 434 600 100.0%	–
II. Activities									
II.1	1 957 000	962 900	128 700	347 800	1 500	458 900	1 899 800	3 856 800	7 524 500
II.2	2 977 900	586 300	470 900	15 700	1 000	355 200	1 429 100	4 407 000	7 734 700
II.3	4 023 300	487 600	45 000	506 500	–	233 900	1 273 000	5 296 300	–
II.4	1 463 200	380 100	144 600	367 000	139 400	297 300	1 328 400	2 791 600	–
II.5	1 360 200	240 400	147 000	142 900	84 700	144 200	759 200	2 119 400	1 176 400
II.6	3 159 700	754 800	516 200	486 800	72 500	439 500	2 269 800	5 429 500	10 266 200
UNESCO science institutes ICTP and IHE	–	456 700	50 700	253 800	–	253 800	1 015 000	1 015 000	139 153 200
Total Activities	14 941 300 60.0%	3 868 800 15.5%	1 503 100 6.0%	2 120 500 8.5%	299 100 1.2%	2 182 800 8.8%	9 974 300 40.0%	24 915 600 100.0%	165 855 000
Total, SC	40 519 900 60.2%	9 774 650 14.5%	3 404 800 5.1%	6 263 900 9.3%	2 334 350 3.5%	5 052 600 7.5%	26 830 300 39.8%	67 350 200 100.0%	165 855 000
Total, SC (excluding institutes)	40 519 900 61.1%	9 317 950 14.0%	3 354 100 5.1%	6 010 100 9.1%	2 334 350 3.5%	4 798 800 7.2%	25 815 300 38.9%	66 335 200 100.0%	26 701 800
SOCIAL AND HUMAN SCIENCES									
I. Staff (established posts)	13 705 700 63.7%	2 025 300 9.4%	1 342 400 6.2%	2 433 900 11.3%	– 0.0%	2 010 700 9.3%	7 812 300 36.3%	21 518 000 100.0%	–
II. Activities									
III.1	2 182 600	1 393 600	823 800	823 800	–	819 400	3 860 600	6 043 200	6 461 800
III.2	1 027 600	641 600	379 200	379 200	–	377 200	1 777 200	2 804 800	–
III.3	1 793 300	1 053 300	606 900	606 900	–	603 200	2 870 300	4 663 600	11 561 000
Total Activities	5 003 500 37.0%	3 088 500 22.9%	1 809 900 13.4%	1 809 900 13.4%	– 0.0%	1 799 800 13.3%	8 508 100 63.0%	13 511 600 100.0%	18 022 800
Total, SHS	18 709 200 53.4%	5 113 800 14.6%	3 152 300 9.0%	4 243 800 12.1%	– 0.0%	3 810 500 10.9%	16 320 400 46.6%	35 029 600 100.0%	18 022 800

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

Major Programme / Main line of action / Unit	Regular Budget						Total Field	Draft 38 C/5 ZNG+ scenario (\$667M)	Decentralized extrabudgetary resources ⁽¹⁾
	HQ	Field							
		Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean			
\$	\$	\$	\$	\$	\$	\$	\$	\$	
CULTURE									
I. Staff (established posts)	22 435 200	4 813 650	1 784 100	3 296 500	346 750	2 291 400	12 532 400	34 967 600	-
	64.2%	13.8%	5.1%	9.4%	1.0%	6.6%	35.8%	100.0%	
II. Activities									
IV.1	7 325 100	2 515 700	887 500	1 554 600	166 400	1 293 000	6 417 200	13 742 300	9 032 800
IV.2	5 509 300	962 500	474 500	792 100	64 100	634 600	2 927 800	8 437 100	577 100
Total Activities	12 834 400	3 478 200	1 362 000	2 346 700	230 500	1 927 600	9 345 000	22 179 400	9 609 900
	57.9%	15.7%	6.1%	10.6%	1.0%	8.7%	42.1%	100.0%	
Total, CLT	35 269 600	8 291 850	3 146 100	5 643 200	577 250	4 219 000	21 877 400	57 147 000	9 609 900
	61.7%	14.5%	5.5%	9.9%	1.0%	7.4%	38.3%	100.0%	
COMMUNICATION AND INFORMATION									
I. Staff (established posts)	11 288 850	2 780 650	1 180 850	1 558 000	406 600	1 517 150	7 443 250	18 732 100	
	60.3%	14.8%	6.3%	8.3%	2.2%	8.1%	39.7%	100.0%	
II. Activities									
V.1	2 954 200	1 320 400	440 100	943 200	-	754 500	3 458 200	6 412 400	5 119 400
V.2	4 251 100	1 900 200	633 400	1 357 200	-	1 085 800	4 976 600	9 227 700	996 500
Total Activities	7 205 300	3 220 600	1 073 500	2 300 400	-	1 840 300	8 434 800	15 640 100	6 115 900
	46.1%	20.6%	6.9%	14.7%	0.0%	11.8%	53.9%	100.0%	
Total, CI	18 494 150	6 001 250	2 254 350	3 858 400	406 600	3 357 450	15 878 050	34 372 200	6 115 900
	53.8%	17.5%	6.6%	11.2%	1.2%	9.8%	46.2%	100.0%	
Subtotal, Major Programme Activities (excl. IBE, IIEP, UIL, IITE)	64 166 500	27 016 500	9 901 500	15 361 000	584 100	13 750 500	66 613 600	130 780 100	263 389 200
	49.1%	20.7%	7.6%	11.7%	0.4%	10.5%	50.9%	100.0%	
Subtotal, Major Programme Activities (incl. IBE, IIEP, UIL, IITE)	64 166 500						85 132 000	149 298 500	263 389 200
	43.0%						57.0%	100.0%	

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

Major Programme / Main line of action / Unit	Regular Budget							Draft 38 C/5 ZNG+ scenario (\$667M)	Decentralized extrabudgetary resources ⁽¹⁾
	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⁾	-	-	-	-	-	-	9 648 800	9 648 800	-
Management of Field Offices									
A. Field Management of decentralized programmes – staff (established posts)	1 887 700	16 961 100	9 810 700	13 691 800	3 371 600	12 239 800	56 075 000	57 962 700	-
B. Field office operating costs	2 410 000	8 248 300	2 940 300	6 672 700	1 884 200	4 235 600	23 981 100	26 391 100	1 224 500
Total, Field Management	4 297 700	25 209 400	12 751 000	20 364 500	5 255 800	16 475 400	80 056 100	84 353 800	1 224 500
	5.1%	29.9%	15.1%	24.1%	6.2%	19.5%	94.9%	100.0%	
Supplementary funding for the Field Network Reform (FNR)									
I. Staff (established posts)	-	1 000 000	3 000 000	-	-	-	4 000 000	4 000 000	-
II. Activities	-	200 000	800 000	-	-	-	1 000 000	1 000 000	-
Total, Field Network Reform	-	1 200 000	3 800 000	-	-	-	5 000 000	5 000 000	-
	0.0%	24.0%	76.0%	0.0%	0.0%	0.0%	100.0%	100.0%	
Subtotal, Part II.A (excl. IBE, IIEP, UIL, IITE, UIS)	163 237 450	78 193 050	38 460 450	55 451 600	9 972 800	43 856 850	225 934 750	389 172 200	264 613 700
	41.9%	20.1%	9.9%	14.2%	2.6%	11.3%	58.1%	100.0%	
Subtotal, Part II. A (incl. financial allocation for all institutes)	163 237 450						254 101 950	417 339 400	264 613 700
	39.1%						60.9%	100.0%	
Part II.B.1									
Coordination and monitoring of action to benefit Africa									
I. Staff (established posts)	3 593 800	305 000	-	-	-	-	305 000	3 898 800	-
II. Activities	4 009 700	273 000	-	-	-	-	273 000	4 282 700	-
Subtotal, Part II.B.1	7 603 500	578 000	-	-	-	-	578 000	8 181 500	-
	92.9%	7.1%	0.0%	0.0%	0.0%	0.0%	7.1%	100.0%	

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

(4) The distribution of the UIS activities budget by region is not available.

Major Programme / Main line of action / Unit	Regular Budget							Draft 38 C/5 ZNG+ scenario (\$667M)	Decentralized extrabudgetary resources ⁽¹⁾
	HQ	Field					Total Field		
		Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean			
\$	\$	\$	\$	\$	\$	\$	\$	\$	
Part II.B.6									
External relations and public information									
I. Staff (established posts)	18 046 200	-	-	267 900	807 500	370 500	1 445 900	19 492 100	-
II. Activities (operating costs)	5 052 000	-	-	30 000	30 000	30 000	90 000	5 142 000	-
Subtotal, Part II.B.5	23 098 200	-	-	297 900	837 500	400 500	1 535 900	24 634 100	-
	93.8%	0.0%	0.0%	1.2%	3.4%	1.6%	6.2%	100.0%	
Total, Staff	118 300 950	43 033 250	24 818 650	33 685 800	8 312 000	26 241 250	136 090 950	254 391 900	-
	46.5%	16.9%	9.8%	13.2%	3.3%	10.3%	53.5%	100.0%	
Total, Activities (excl. IBE, IIEP, UIL, IITE, UIS)	75 638 200	35 737 800	13 641 800	22 063 700	2 498 300	18 016 100	91 957 700	167 595 900	269 468 500
	45.1%	21.3%	8.1%	13.2%	1.5%	10.7%	54.9%	100.0%	
Total, Activities (incl. all institutes)	75 638 200						120 124 900	195 763 100	264 613 700
	38.6%						61.4%	100.0%	
TOTAL	193 939 150						256 215 850	450 155 000	264 613 700
	43.1%						56.9%	100.0%	

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

	Regular budget	Extrabudgetary
	\$	\$
38 C/5 Proposed	667 000 000	392 112 100
Decentralized funds	256 215 850	264 613 700
Decentralization rate	38.4%	67.5%

Table 2 – Regular budget established posts in the field by region and by category

653 M\$

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⁾	-	33	2	35	1	14	2	17	-	29	5	34	-	4	-	4	-	19	2	21	111
MP II - SC ⁽¹⁾	-	20	1.5	21.5	-	7	1	8	-	16	1	17	-	6	-	6	-	10	-	10	62.5
(of which IOC)	-	1	-	1	-	-	-	-	-	2.5	-	2.5	-	3	-	3	-	2	-	2	8.5
MP III - SHS	-	6	-	6	-	4	-	4	-	8	-	8	-	-	-	-	-	6.5	-	6.5	24.5
MP IV - CLT	-	22	-	22	-	6	-	6	-	14	1	15	-	1	-	1	-	9	1	10	54
MP V - CI	-	11	-	11	-	4	1	5	-	8	-	8	-	1	-	1	-	7	-	7	32
Management of Field Offices	6	28	96	130	5	13	43	61	9	16	80	105	3	2	7	12	7	14	60	81	389
Total, Part II.A⁽²⁾	6	120	99.5	225.5	6	48	47	101	9	91	87	187	3	14	7	24	7	65.5	63	135.5	673
Part II.B																					
AFR	-	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
ERI	-	-	-	-	-	-	-	-	-	1	-	1	-	2	-	2	-	1	-	1	4
Total, Decentralization %⁽³⁾	6	121	99.5	226.5	6	48	47	101	9	92	87	188	3	16	7	26	7	67	63	136.5	678
				33 %				15 %				28 %				4 %				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	1 600.5
Posts decentralized	678
% of posts decentralized	42%

Table 2 – Regular budget established posts in the field by region and by category

667 M\$

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⁾	-	33	2	35	1	14	2	17	-	29	5	34	-	4	-	4	-	19	2	21	111
MP II – SC ⁽¹⁾	-	20	1.5	21.5	-	7	1	8	-	16	1	17	-	6	-	6	-	10	-	10	62.5
<i>(of which IOC)</i>	-	1	-	1.0	-	-	-	-	-	2.5	-	2.5	-	3	-	3	-	2	-	2	8.5
MP III – SHS	-	6	-	6	-	4	-	4	-	8	-	8	-	-	-	-	-	6.5	-	6.5	24.5
MP IV – CLT	-	22	-	22	-	6	-	6	-	14	1	15	-	1	-	1	-	9	1	10	54
MP V – CI	-	11	-	11	-	4	1	5	-	8	-	8	-	1	-	1	-	7	-	7	32
Management of Field Offices	6	28	96	130	5	13	43	61	9	16	80	105	3	2	7	12	7	14	60	81	389
Total, Part II.A⁽²⁾	6	120	99.5	225.5	6	48	47	101	9	91	87	187	3	14	7	24	7	65.5	63	135.5	673
Part II.B																					
AFR	-	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
ERI	-	-	-	-	-	-	-	-	-	1	-	1	-	2	-	2	-	1	-	1	4
Total, Decentralization	6	121	100	226.5	6	48	47	101	9	92	87	188	3	16	7	26	7	67	63	136.5	678
%⁽³⁾				33 %				15 %				28 %				4 %				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	1 601.5
Posts decentralized	678
% of posts decentralized	42%

Annex IV – UNESCO Corporate Rolling Evaluation Plan (2014-2017)

UNESCO's quadrennial evaluation plan (2014-2017) is the outcome of a balanced judgment of evaluation priorities as expressed in, and emanating from, the 37 C/4 Medium-Term Strategy and UNESCO's Evaluation Policy. The plan covers key areas of the UNESCO evaluation universe, including its major programmes, decentralized bodies, support to the decentralized evaluation system, United Nations system-wide evaluations and IOS statutory reports. The plan is a rolling plan subject to periodic revision to reflect emerging organizational priorities, new projects and special requests. IOS will continue to seek Member States' financial support to facilitate its evaluations.

For shaded items, funding has not been secured.

Area of Focus	2014	2015	2016	2017
Education		<ul style="list-style-type: none"> Technical and Vocational Education (TVET) Education for All Global and Regional Coordination Mechanisms 	<ul style="list-style-type: none"> Regional Conventions for Higher Education ASP Network 	<ul style="list-style-type: none"> Mobile Learning (ICT in Education) Girls' Education
Natural sciences	<ul style="list-style-type: none"> Madrid Action Plan for Biosphere Reserves International Hydrological Programme - Phase VII 	<ul style="list-style-type: none"> WWAP (2014-2015) Science, Technology and Innovation (STI) policy 	<ul style="list-style-type: none"> International Basic Sciences Programme (IBSP) Review of UNESCO's work on renewable energy 	<ul style="list-style-type: none"> International Geoscience Programme (IGCP) Review of UNESCO's work on engineering
Social and human sciences			<ul style="list-style-type: none"> Bioethics 	
Culture	<ul style="list-style-type: none"> Evaluation of 1972 Convention Concerning the Protection of the World Cultural and Natural Heritage Evaluation of 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property Evaluation of 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions 	<ul style="list-style-type: none"> Culture and Development 	<ul style="list-style-type: none"> 1954 Convention for the protection of cultural heritage in the event of Armed Conflict (the Hague Convention), and its two Protocols 2001 Convention on the Protection of the Underwater Cultural Heritage 	<ul style="list-style-type: none"> Evaluation of capacity building mechanisms and instruments (including museums and Conventions)
Communication and information			<ul style="list-style-type: none"> UNESCO's action in support of Freedom of Expression 	<ul style="list-style-type: none"> Memory of the World Programme
Cross-cutting	<ul style="list-style-type: none"> Formative Evaluation of UNESCO's Results-Reporting Final Report Evaluation of UNESCO's Association with the Celebration of Anniversaries 	<ul style="list-style-type: none"> Decentralized coordination and management of intergovernmental programmes in Natural Sciences sector 	<ul style="list-style-type: none"> Youth Priority UNESCO's Policy Framework for Strategic Partnerships UNESCO's action in Post Conflict and Post Disaster situations 	<ul style="list-style-type: none"> Priority Africa Operational Strategy Priority Gender Equality (GEAP II) UNESCO's action in Foresight Review of progress made in follow-up to the Independent External Evaluation and other key reform efforts

Area of Focus	2014	2015	2016	2017
Decentralized bodies		<ul style="list-style-type: none"> UNESCO's Field Reform in Africa 	<ul style="list-style-type: none"> Brasilia Office (in context of Youth priority evaluation) UNESCO's Country Programme Documents (UCPD) UNESCO field presence Asia 	<ul style="list-style-type: none"> UNESCO field presence Latin America
Quality assurance and support to decentralized evaluation system		<ul style="list-style-type: none"> Development of UNESCO decentralized evaluations focal point network Advisory support to decentralized evaluations 	<ul style="list-style-type: none"> Development of technical guidelines (Decentralized Evaluation Handbook) Advisory support to decentralized evaluations 	<ul style="list-style-type: none"> Advisory support to decentralized evaluations
System-wide evaluations			<ul style="list-style-type: none"> UN Development Assistance Framework (UNDAF) National Capacity-Building Statistics 	<ul style="list-style-type: none"> Topic (to be determined) Topic (to be determined)
Statutory reports		<ul style="list-style-type: none"> Synthetic review and meta-evaluation of completed evaluations IOS Annual Report and periodic report on evaluations completed 	<ul style="list-style-type: none"> Strategic Results Report (SRR) Synthetic review and meta-evaluation of completed evaluations IOS Annual Report and periodic report on evaluations completed 	<ul style="list-style-type: none"> Synthetic review and meta-evaluation of completed evaluations IOS Annual Report and periodic report on evaluations completed

Annex V – Regular budget summary by main object of expenditure

653 M\$

Regular Budget													Total estimates 2016-2017
Principal budget lines	Employee Benefits				Mission costs		Consultants and Experts Costs	Contracted Services (e.g. Document Prod., Research, Contracted Seminars & Meeting, etc.)	External Training, Grants and Other Transfers	Supplies, Consumables & Other Running Costs	Other Expenses		
	Cost of established posts		Temporary assistance	Other Employee Benefits (e.g. MBF contributions for associate participants, etc.)	Delegates & External Individual Missions	Staff Mission Costs							
	Headquarters	Field											
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
PART I - GENERAL POLICY AND DIRECTION													
A. Governing bodies	2 100 500	-	1 006 700	-	1 100 000	15 000	3 241 700	1 307 400	-	1 741 000	-	10 512 300	
B. Direction	16 296 000	-	330 000	-	30 000	1 750 000	167 000	891 500	132 000	604 900	48 000	20 249 400	
C. Participation in the Joint Machinery of the United Nations System	-	-	110 300	-	-	-	-	5 417 000	10 801 100	2 466 500	-	18 794 900	
TOTAL, PART I	18 396 500	-	1 447 000	-	1 130 000	1 765 000	3 408 700	7 615 900	10 933 100	4 812 400	48 000	49 556 600	
PART II - PROGRAMMES AND PROGRAMME-RELATED SERVICES													
A. Programmes	96 386 350	134 340 050	20 030 100	-	12 972 900	14 959 000	23 043 000	33 073 400	38 290 400	29 025 600	1 218 600	403 339 400	
B. Programme-related services	33 875 100	1 750 900	1 845 600	-	2 057 000	2 388 000	1 540 000	1 624 800	850 200	3 443 700	602 600	49 977 900	
C. Participation Programme and Fellowships	1 562 800	-	15 000	-	-	20 000	15 000	20 000	16 732 900	40 000	-	18 405 700	
TOTAL, PART II	131 824 250	136 090 950	21 890 700	-	15 029 900	17 367 000	24 598 000	34 718 200	55 873 500	32 509 300	1 821 200	471 723 000	
PART III - CORPORATE SERVICES													
A. Human resources management	13 860 500	-	10 000	12 100 000	11 250	177 250	144 000	3 829 700	2 246 000	453 400	588 000	33 420 100	
B. Financial management	13 434 900	-	50 000	-	-	100 000	50 000	120 000	100 100	583 100	-	14 438 100	
C. Management of support services	33 171 300	-	387 300	-	80 000	26 000	-	159 000	-	11 933 900	410 000	46 167 500	
D. Management of information systems and communications	9 282 500	-	97 500	-	-	40 000	-	1 158 500	50 000	358 800	600 000	11 587 300	
TOTAL, PART III	69 749 200	-	544 800	12 100 000	91 250	343 250	194 000	5 267 200	2 396 100	13 329 200	1 598 000	105 613 000	
TOTAL, PARTS I-III	219 969 950	136 090 950	23 882 500	12 100 000	16 251 150	19 475 250	28 200 700	47 601 300	69 202 700	50 650 900	3 467 200	626 892 600	
Reserve for Staffing Adjustments (post classification and agreed separations)	1 853 400	1 146 600	-	-	-	-	-	-	-	-	-	3 000 000	
Reserve for After Service Health Insurance longterm liability (ASHI)	2 315 500	1 432 500	-	-	-	-	-	-	-	-	-	3 748 000	
PART IV - LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING													
	-	-	-	-	-	-	-	-	-	-	14 082 400	14 082 400	
PART V - ANTICIPATED COST INCREASES													
	-	-	-	-	-	-	-	-	-	-	5 277 000	5 277 000	
TOTAL, PARTS I-V	224 138 850	138 670 050	23 882 500	12 100 000	16 251 150	19 475 250	28 200 700	47 601 300	69 202 700	50 650 900	22 826 600	653 000 000	

Annex V – Regular budget summary by main object of expenditure

667 M\$

Regular Budget													Total estimates 2016-2017
Principal budget lines	Employee Benefits				Mission costs		Consultants and Experts Costs	Contracted Services (e.g. Document Prod., Research, Contracted Seminars & Meeting, etc.)	External Training, Grants and Other Transfers	Supplies, Consumables & Other Running Costs	Other Expenses		
	Cost of established posts		Temporary assistance	Other Employee Benefits (e.g. MBF contributions for associate participants, etc.)	Delegates & External Individual Missions	Staff Mission Costs							
	Headquarters	Field											
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
PART I - GENERAL POLICY AND DIRECTION													
A. Governing bodies	2 100 500	-	1 006 700	-	1 100 000	15 000	3 241 700	1 307 400	-	1 741 000	-	10 512 300	
B. Direction	16 296 000	-	330 000	-	30 000	1 750 000	167 000	891 500	132 000	604 900	48 000	20 249 400	
C. Participation in the Joint Machinery of the United Nations System	-	-	110 300	-	-	-	-	5 417 000	10 801 100	2 466 500	-	18 794 900	
TOTAL, PART I	18 396 500	-	1 447 000	-	1 130 000	1 765 000	3 408 700	7 615 900	10 933 100	4 812 400	48 000	49 556 600	
PART II - PROGRAMMES AND PROGRAMME-RELATED SERVICES													
A. Programmes	96 660 950	134 340 050	21 818 700	-	14 179 600	16 156 000	25 057 200	36 853 000	41 164 300	29 703 800	1 405 800	417 339 400	
B. Programme-related services	33 875 100	1 750 900	1 845 600	-	2 057 000	2 388 000	1 540 000	1 624 800	850 200	3 443 700	602 600	49 977 900	
C. Participation Programme and Fellowships	1 562 800	-	15 000	-	-	20 000	15 000	20 000	16 732 900	40 000	-	18 405 700	
TOTAL, PART II	132 098 850	136 090 950	23 679 300	-	16 236 600	18 564 000	26 612 200	38 497 800	58 747 400	33 187 500	2 008 400	485 723 000	
PART III - CORPORATE SERVICES													
A. Human resources management	13 860 500	-	10 000	12 100 000	11 250	177 250	144 000	3 829 700	2 246 000	453 400	588 000	33 420 100	
B. Financial management	13 434 900	-	50 000	-	-	100 000	50 000	120 000	100 100	583 100	-	14 438 100	
C. Management of support services	33 171 300	-	387 300	-	80 000	26 000	-	159 000	-	11 933 900	410 000	46 167 500	
D. Management of information systems and communications	9 282 500	-	97 500	-	-	40 000	-	1 158 500	50 000	358 800	600 000	11 587 300	
TOTAL, PART III	69 749 200	-	544 800	12 100 000	91 250	343 250	194 000	5 267 200	2 396 100	13 329 200	1 598 000	105 613 000	
TOTAL, PARTS I-III	220 244 550	136 090 950	25 671 100	12 100 000	17 457 850	20 672 250	30 214 900	51 380 900	72 076 600	51 329 100	3 654 400	640 892 600	
Reserve for Staffing Adjustments (post classification and agreed separations)	1 854 200	1 145 800	-	-	-	-	-	-	-	-	-	3 000 000	
Reserve for After Service Health Insurance longterm liability (ASHI)	2 316 600	1 431 400	-	-	-	-	-	-	-	-	-	3 748 000	
PART IV - LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING													
	-	-	-	-	-	-	-	-	-	-	-	14 082 400	
PART V - ANTICIPATED COST INCREASES													
	-	-	-	-	-	-	-	-	-	-	-	5 277 000	
TOTAL, PARTS I-V	224 415 350	138 668 150	25 671 100	12 100 000	17 457 850	20 672 250	30 214 900	51 380 900	72 076 600	51 329 100	23 013 800	667 000 000	

Annex VI – Summary of extrabudgetary operational projects

The figures shown in this table represent projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, including the costs of posts financed from Programme Support Cost Income and/or other extrabudgetary funds.

PART	Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean	Interregional and Global	Total
	\$	\$	\$	\$	\$	\$	\$
PART I – GENERAL POLICY AND DIRECTION							
A. Governing bodies	-	-	-	-	-	-	-
B. Direction							
1 Directorate	-	-	-	-	-	-	-
2. Executive Office of the Director-General	-	-	-	-	-	2 082 000	2 082 000
3. Internal Oversight	-	-	-	-	-	899 000	899 000
4. International standards and legal affairs	-	-	-	-	-	-	-
5. Ethics	-	-	-	-	-	-	-
Total, I.B	-	-	-	-	-	2 981 000	2 981 000
C. Participation in the Joint Machinery of the United Nations System	-	-	-	-	-	-	-
TOTAL, PART I	-	-	-	-	-	2 981 000	2 981 000
PART II - PROGRAMMES AND PROGRAMME-RELATED SERVICES							
A. Programmes							
I Education							
Staff (established posts)	-	-	-	-	-	775 100	775 100
Activities							
I.1 Supporting Member States to develop education systems to foster high-quality and inclusive lifelong learning for all	2 708 400	21 466 100	35 393 100	-	275 600	3 881 700	63 724 900
I.2 Empowering learners to be creative and responsible global citizens	2 632 000	-	890 800	-	1 180 000	3 276 700	7 979 500
I.3 Advancing education for all and shaping the future international education agenda	-	-	-	-	631 600	11 462 700	12 094 300
Total, I	5 340 400	21 466 100	36 283 900	-	2 087 200	19 396 200	84 573 800
UNESCO education institutes							
<i>(Regular budget financial allocations may include the costs of staff and activities)</i>							
UNESCO International Bureau of Education (IBE)	-	-	-	-	-	-	-
UNESCO International Institute for Educational Planning (IIEP)	-	-	-	-	-	-	-
UNESCO Institute for Lifelong Learning (UIL)	-	-	-	-	-	-	-
UNESCO Institute for Information Technologies in Education (IITE)	-	-	-	-	-	-	-
UNESCO International Institute for Capacity-Building in Africa (IICBA)	-	-	-	-	-	-	-
UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC)	-	-	-	-	-	-	-
UNESCO Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP)	-	-	-	-	-	-	-
Total, UNESCO education institutes	-	-	-	-	-	-	-
TOTAL, MAJOR PROGRAMME I	5 340 400	21 466 100	36 283 900	-	2 087 200	19 396 200	84 573 800

PART	Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean	Interregional and Global	Total
	\$	\$	\$	\$	\$	\$	\$
II Natural sciences							
Staff (established posts)	-	-	-	-	-	728 400	728 400
Activities							
II.1 Strengthening STI policies, governance and the science-policy-society interface	1 103 600	-	190 200	-	7 334 300	873 100	9 501 200
II.2 Building institutional capacities in science and engineering	3 279 100	1 036 000	540 200	350 000	-	9 152 200	14 357 500
II.3 Promoting knowledge and capacity for protecting and sustainably managing the ocean and coasts	100 000	-	250 000	235 000	450 000	5 227 000	6 262 000
II.4 Fostering international science collaboration for earth systems, biodiversity, and disaster risk reduction	-	-	-	-	375 000	-	375 000
II.5 Strengthening the role of ecological sciences and biosphere reserves	783 300	105 000	110 000	456 400	920 000	1 010 000	3 384 700
II.6 Strengthening freshwater security	246 000	4 899 000	190 200	-	3 340 000	4 948 000	13 623 200
Total, II	5 512 000	6 040 000	1 280 600	1 041 400	12 419 300	21 938 700	48 232 000
UNESCO science institutes							
<i>(Regular budget financial allocation may include the costs of staff and activities)</i>							
UNESCO-IHE Institute for Water Education (UNESCO-IHE)	-	-	-	-	-	85 183 200	85 183 200
Abdus Salam International Centre for Theoretical Physics (ICTP)	-	-	-	-	-	53 970 000	53 970 000
Total, UNESCO science institutes	-	-	-	-	-	139 153 200	139 153 200
TOTAL, MAJOR PROGRAMME II	5 512 000	6 040 000	1 280 600	1 041 400	12 419 300	161 091 900	187 385 200
III Social and human sciences							
Staff (established posts)	-	-	-	-	-	357 400	357 400
Activities							
III.1 Mobilizing future-oriented research, knowledge and policy making to support social transformations, social inclusion and intercultural dialogue	-	74 800	-	-	6 387 000	410 600	6 872 400
III.2 Empowering Member States to manage the ethical, legal, environmental and societal implications of scientific and technological challenges with a view to achieving inclusive and sustainable social development	-	23 300	-	-	-	119 800	143 100
III.3 Building policies through a participatory process with stakeholders in both the fields of youth and of sports; supporting youth development and civic engagement	-	-	-	-	11 561 000	6 485 100	18 046 100
TOTAL, MAJOR PROGRAMME III	-	98 100	-	-	17 948 000	7 372 900	25 419 000
IV Culture							
Staff (established posts)	-	-	-	-	-	1 512 100	1 512 100
Activities							
IV.1 Protecting, conserving, promoting and transmitting culture, heritage and history for dialogue and development	5 097 600	8 031 800	4 087 200	1 340 900	130 000	11 959 600	30 647 100
IV.2 Supporting and promoting the diversity of cultural expressions, the safeguarding of the intangible cultural heritage, and the development of cultural and creative industries	1 029 700	355 700	247 300	-	-	12 360 000	13 992 700
TOTAL, MAJOR PROGRAMME IV	6 127 300	8 387 500	4 334 500	1 340 900	130 000	25 831 700	46 151 900

PART	Africa	Arab States	Asia and the Pacific	Europe and North America	Latin America and the Caribbean	Interregional and Global	Total
	\$	\$	\$	\$	\$	\$	\$
V Communication and information							
Staff (established posts)	-	-	-	-	-	437 800	437 800
Activities							
V.1 Promoting an enabling environment for freedom of expression, press freedom and journalistic safety, facilitating pluralism and participation in media, and supporting sustainable and independent media institutions	3 761 600	4 860 200	1 402 300	-	-	5 181 400	15 205 500
V.2 Enabling universal access and preservation of information and knowledge	653 500	343 000	-	-	-	72 800	1 069 300
TOTAL, MAJOR PROGRAMME V	4 415 100	5 203 200	1 402 300	-	-	5 692 000	16 712 600
UNESCO Institute for Statistics <i>(Regular budget financial allocation may include the costs of staff and activities)</i>	-	-	-	-	-	-	-
Management of Field Offices	-	929 500	150 000	80 000	-	65 000	1 224 500
Supplementary funding for the Field Network Reform	-	-	-	-	-	-	-
Total, II.A	21 394 800	42 124 400	43 451 300	2 462 300	32 584 500	219 449 700	361 467 000
B. Programme-related services							
1. Coordination and monitoring of action to benefit Africa	-	-	-	-	-	-	-
2. Coordination and monitoring of action to implement Priority Gender Equality	-	-	-	-	-	377 000	377 000
3. UNESCO's response to post-conflict and post-disaster situations	-	-	-	-	-	-	-
4. Strategic planning, programme monitoring and budget preparation	-	-	-	-	-	7 673 100	7 673 100
5. Organization-wide knowledge management	-	-	-	-	-	2 775 200	2 775 200
6. External relations and public information	-	-	-	-	-	891 400	891 400
Total, II.B	-	-	-	-	-	11 716 700	11 716 700
C. Participation Programme and Fellowships							
TOTAL, PART II	21 394 800	42 124 400	43 451 300	2 462 300	32 584 500	231 166 400	373 183 700
PART III - CORPORATE SERVICES							
A. Human resources management	-	-	-	-	-	530 400	530 400
B. Financial management	-	-	-	-	-	4 140 400	4 140 400
C. Management of support services							
1. Management and coordination of Support Services and Procurement	-	-	-	-	-	-	-
2. Management of languages and documents	-	-	-	-	-	2 328 800	2 328 800
3. Management of facilities, security and safety, conferences and cultural events	-	-	-	-	-	8 128 900	8 128 900
Total, III.C	-	-	-	-	-	10 457 700	10 457 700
D. Management of information systems and communications	-	-	-	-	-	819 000	819 000
TOTAL, PART III	-	-	-	-	-	15 947 500	15 947 500
GRAND TOTAL	21 394 800	42 124 400	43 451 300	2 462 300	32 584 500	250 094 900	392 112 200

Annex VII – 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 2016-2017 to which they relate.

(a) Special accounts for programme support cost levied on extrabudgetary projects

INCOME		EXPENDITURE	
	<u>Total</u>		<u>Total</u>
	\$		\$
A. Funds-in-Trust Overhead Costs Account (FITOCA)		A. Funds-in-Trust Overhead Costs Account (FITOCA)	
is funded by the Programme Support Cost income from extrabudgetary projects in order to defray part of UNESCO's costs in connection with the administrative and technical backstopping of projects.		Established posts (67)	21 381 400
	37 296 800	Other costs	<u>15 915 400</u>
		Total, A.	37 296 800
Grand total	<u>37 296 800</u>	Grand total	<u>37 296 800</u>

(b) Headquarters Utilization Fund

INCOME		EXPENDITURE	
	Total		Total
	\$		\$
A. Income related to letting office space in the Miollis building, parkings, commercial partners and miscellaneous income:	16 459 300	A. Expenditure related to letting office space in the Miollis building, parkings, commercial partners and miscellaneous income:	16 404 300
a) Income from letting office space in the Miollis and Bonvin buildings,	14 151 500	a) utilities (electricity, heating, water, air, taxes), b) insurance, c) staff costs, d) temporary assistance, e) materials & equipment, f) maintenance of premises & g) provision for long-term maintenance & conservation of revenue generating premises	
b) Income from letting parking lots and miscellaneous income	1 571 000		
c) Income from letting premises to commercial partners (bank, news stand, coffee machines, GSM telephone relays, etc.)	736 800		
B. Income from letting conference rooms, exhibition spaces and events	4 815 900	B. Expenditure related to letting conference rooms:	4 815 900
		a) utilities (electricity, heating, water, air, taxes), b) insurance, c) staff costs, d) temporary assistance, e) materials & equipment, f) maintenance of premises & g) provision for long-term maintenance & conservation of revenue generating premises	
C. Income from letting audiovisual equipment	947 000	C. Expenditure related to letting audio-visual equipment	947 000
		a) staff costs, b) materials & equipment	
D. Investment income	15 000	D. Official residence of the Director-General (annual charges, maintenance and furnishing)	70 000
Grand total	22 237 200	Grand total *	22 237 200

* The 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	4 000		I. Administrative costs:		1 000
(2) Interest	35 000		II. Transfer to reserves		38 000
Total, A.		39 000	Total, A.		39 000
B. Philatelic and Numismatic Programme			B. Philatelic and Numismatic Programme		
Revenue from sales		300 000	I. Personnel costs:		
			Established posts (1)	181 000	
			Sub-total, I		181 000
			II. Administrative costs:		
			Cost of goods sold		119 000
			Total, B		300 000
Grand total		339 000	Grand total		339 000

(d) Publications, Auditory and Visual Material Fund

INCOME					EXPENDITURE				
	Publications	BAM	VIM	Total		Publications	BAM	VIM	Total
	\$	\$	\$	\$		\$	\$	\$	\$
A. Sales	346 000	-	50 000	396 000	I. Personnel costs:				
					Established post (1)	-	144 000		144 000
					Temporary assistance and overtime	50 000		5 000	55 000
B. Royalties	64 000	200 000	-	264 000	II. Production costs	190 000	56 000	22 000	268 000
					III. Royalties	10 000	-	-	10 000
					IV. Commissions	10 000	-	-	10 000
					V. Freight/postage	70 000	-	3 000	73 000
					VI. Equipment and supplies	30 000	-	20 000	50 000
					VII. Promotion and distribution	50 000	-	-	50 000
Grand total	410 000	200 000	50 000	660 000	Grand total	500 000	200 000	140 000	840 000

(e) Special Account for Interpretation Services

INCOME		EXPENDITURE	
	<u>Total</u>		<u>Total</u>
	\$		\$
A. Invoices to:		I. Personal costs:	
UNESCO Sectors (regular programme and extrabudgetary funds)	3 000 000	Established posts (4)	913 000
Non-UNESCO users (Delegations, NGOs, etc...)	800 000	Temporary assistance	2 887 000
Grand total	3 800 000	Grand total	3 800 000

(f) Special Account for Documents

INCOME		EXPENDITURE	
	Total		Total
	\$		\$
A. Income from document production	3 200 000	A. Expenditure for document production	
		I. Established posts (3)	590 800
		II. Overtime, temporary assistance, service contracts	327 000
		III. External production contracts	1 250 200
		IV. Rental and maintenance of equipment	325 000
		V. Maintenance of software applications	39 000
		VI. Production supplies	275 000
		VII. Acquisition of equipment	348 000
		VIII. Staff training	45 000
		Total, I-VIII	3 200 000
B. Income from services provided for multifunctional devices	600 000	B. Expenditure for services provided for multifunctional devices	
		I. Rental of multifunctional devices	450 000
		II. Overtime, temporary assistance, service contracts	25 000
		III. Maintenance of software applications	43 000
		IV. Purchase of consumables	60 000
		V. Purchase of equipment	15 000
		VI. Staff training	7 000
		Total, I-VI	600 000
C. Income from services provided for mail and distribution operations	1 022 000	C. Expenditure for services provided for mail and distribution operations	
		I. Services provided regarding normal mail dispatch	450 000
		II. Services provided regarding express mail dispatch	435 000
		III. Overtime, temporary assistance, service contracts	35 000
		IV. Maintenance of software applications	15 000
		V. Purchase of consumables	55 000
		VI. Purchase of equipment	25 000
		VII. Staff training	7 000
		Total, I-VII	1 022 000
D. Income from translation	2 500 000	D. Expenditure for translation	
		I. Established posts (3)	675 000
		II. Temporary assistance	80 000
		III. External translation contracts	1 745 000
		Total, I-III	2 500 000
E. Other income	20 000	E. Other expenditure	20 000
Grand total	7 342 000	Grand total	7 342 000

(g) UNESCO Staff Savings and Loan Services

INCOME		EXPENDITURE	
	Total		Total
	\$		\$
A. Interest on loans to members	2 700 000	I. Personnel costs:	
		Established posts (10)	2 600 000
B. Bank and investment interest	10 800 000	II. Administrative expenses	340 000
		III. Loan insurance	170 000
		IV. Computer expenses	140 000
		V. Other costs	200 000
		Total, I-V	3 450 000
		VI. Contribution to the costs of fees of the External Auditor	24 800
		VII. Contribution to subscriptions to banking services	105 000
		Total, VI-VII	3 579 800
		Interest paid to members and reserves	9 920 200
Grand total	13 500 000	Grand total	13 500 000



United Nations
Educational, Scientific and
Cultural Organization

2016-2017

38 C/5

ADDENDUM 2

EXPENDITURE PLANS

BASED ON EXPECTED ASSESSED
CONTRIBUTIONS





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Published in 2015
by the United Nations Educational,
Scientific and Cultural Organization
7, Place de Fontenoy, 75352 PARIS 07 SP
Composed and printed in the workshops of UNESCO

Cover photo: © Shutterstock/Godruma

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Printed in France

Contents

	Paragraph	Page
Introduction		5
Summary by sector/unit of regular programme and extrabudgetary resources		7
Part I – General Policy and Direction		
I.A – Governing bodies	00101-00106	11
I.B – Direction	00201-00604	13
Chapter 1 – Directorate	00201	13
Chapter 2 – Executive Office of the Director-General	00301	14
Chapter 3 – Internal oversight	00401-00405	15
Chapter 4 – International standards and legal affairs	00501-00503	16
Chapter 5 – Ethics	00601-00604	18
I.C – Participation in the Joint Machinery of the United Nations system (JUNM)	00701	20
Part II – Programmes and Programme-Related Services		
II.A – Programmes	01000-07006	21
Major Programme I – Education	01000-01603	23
Major Programme II – Natural sciences	02000-02208	51
Major Programme III – Social and human sciences	03000-03034	77
Major Programme IV – Culture	04000-04032	93
Major Programme V – Communication and information	05000-05021	111
UNESCO Institute for Statistics (UIS)	06000-06029	127
Management of Field Offices	07000-07006	135
II.B – Programme-Related Services	08100-08618	139
Chapter 1 – Coordination and monitoring of action to benefit Africa	08101-08115	141
Chapter 2 – Coordination and monitoring of action to implement priority gender equality	08201-08223	142
Chapter 3 – UNESCO’s response to post-conflict and post-disaster situations	08301-08306	144
Chapter 4 – Strategic planning, programme monitoring and budget preparation	08401-08406	145
Chapter 5 – Organization-wide knowledge management	08501-08503	147
Chapter 6 – External relations and public information	08601-08618	148

	Paragraph	Page
II.C – Participation Programme and Fellowships	09000-09201	151
Chapter 1 – Participation Programme	09101-09103	152
Chapter 2 – Fellowships programme	09201	152
Part III – Corporate Services		
III.A – Human resources management	10000-10002	156
III.B – Financial management	11000-11005	158
III.C – Management of support services	12000-12019	160
III.D – Management of information systems and communications	13000	162
Reserves for staffing adjustments and for the After Service Health Insurance long-term liability (ASHI)		163
Part IV – Loan Repayments for the Renovation of Headquarters Premises and the IBE Building		165
Part V – Anticipated Cost Increases		167
Annexes		
Annex I	Budget summary by main line of action of regular and extrabudgetary resources – \$507M and \$518M expenditure plans	171
Annex II	Summary of regular programme established posts by grade category for the \$507M and \$518M expenditure plans	175

Introduction

In accordance with Decision 195 EX/Decision 13, two Expenditure Plans of \$507million and of \$518 million have been prepared, corresponding respectively to the budget scenarios ZNG \$653 million and ZNG+ \$667 million of the Draft 38 C/5. The reinforcement of \$11 million provided to the ZNG+ \$518 million expenditure plan over the \$507 million expenditure plan has been entirely attributed to the five Major Programmes and UIS. Therefore for the budget lines other than for the five Major Programmes and UIS, the budget amounts under the two expenditure plans are the same. Moreover, under the five Major Programmes every effort has been made to elaborate the budget for the \$507 million expenditure plan in line with the funding priorities established by 5 X/EX/Decision 2, at the same time taking into consideration all resources available, both regular budget and extrabudgetary funds, by following the Results-based budgeting (RBB) approach.

Summary of regular programme and extrabudgetary resources

Regular Budget	38 C/5 ZNG Expenditure Plan \$507M			Reinforcement	38 C/5 ZNG+ Expenditure Plan \$518M			Extra-budgetary resources ⁽¹⁾
	Operational budget	Staff budget	Total		Operational budget	Staff budget	Total	
	\$	\$	\$	\$	\$	\$	\$	\$
PART I – GENERAL POLICY AND DIRECTION								
A. Governing bodies	7 696 800	2 100 500	9 797 300	–	7 696 800	2 100 500	9 797 300	–
B. Direction	2 274 900	16 159 200	18 434 100	–	2 274 900	16 159 200	18 434 100	2 981 000
C. Participation in the Joint Machinery of the United Nations System	16 794 900	–	16 794 900	–	16 794 900	–	16 794 900	–
TOTAL, PART I	26 766 600	18 259 700	45 026 300	–	26 766 600	18 259 700	45 026 300	2 981 000
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES								
A. Programmes								
Education	27 899 900	51 386 000	79 285 900	3 972 600	31 872 500	51 386 000	83 258 500	84 573 700
Natural Sciences	11 754 900	34 259 400	46 014 300	2 294 100	12 480 100	35 828 300	48 308 400	187 385 100
(of which IOC)	2 540 700	7 132 100	9 672 800	482 200	2 748 400	7 406 600	10 155 000	6 262 000
Social and Human Sciences	5 350 400	17 528 900	22 879 300	1 145 200	6 495 600	17 528 900	24 024 500	25 419 100
Culture	9 558 000	33 042 900	42 600 900	2 114 900	11 672 900	33 042 900	44 715 800	46 151 900
Communication and Information	5 333 600	16 703 200	22 036 800	1 101 900	6 435 500	16 703 200	23 138 700	16 712 600
UNESCO Institute for Statistics (UIS)	7 323 500	–	7 323 500	371 300	7 694 800	–	7 694 800	–
Management of Field Offices	25 101 100	55 635 200	80 736 300	–	25 101 100	55 635 200	80 736 300	1 224 500
Supplementary Funding for the Field Network Reform	–	–	–	–	–	–	–	–
Total, II.A	92 321 400	208 555 600	300 877 000	11 000 000	101 752 500	210 124 500	311 877 000	361 466 900
B. Programme-related services								
1. Coordination and monitoring of action to benefit Africa (AFR)	598 500	3 574 900	4 173 400	–	598 500	3 574 900	4 173 400	–
2. Coordination and monitoring of action to implement Priority Gender Equality (GE)	316 100	1 293 000	1 609 100	–	316 100	1 293 000	1 609 100	377 000
3. UNESCO's response to post-conflict and post-disaster situations	314 500	660 300	974 800	–	314 500	660 300	974 800	–
4. Strategic planning, programme monitoring and budget preparation (BSP)	1 140 200	5 561 300	6 701 500	–	1 140 200	5 561 300	6 701 500	7 673 100
5. Organization-wide knowledge management (OKM)	318 500	4 398 500	4 717 000	–	318 500	4 398 500	4 717 000	2 775 200
6. External relations and public information (ERI)	1 454 200	18 220 000	19 674 200	–	1 454 200	18 220 000	19 674 200	891 400
Total, II.B	4 142 000	33 708 000	37 850 000	–	4 142 000	33 708 000	37 850 000	11 716 700
C. Participation Programme and Fellowships								
	11 986 900	1 562 800	13 549 700	–	11 986 900	1 562 800	13 549 700	–
TOTAL, PART II	108 450 300	243 826 400	352 276 700	11 000 000	117 881 400	245 395 300	363 276 700	373 183 600
PART III – CORPORATE SERVICES								
A. Human resources management (HRM)								
	16 460 600	12 697 700	29 158 300	–	16 460 600	12 697 700	29 158 300	530 400
B. Financial management (BFM)								
	947 200	11 394 300	12 341 500	–	947 200	11 394 300	12 341 500	4 140 400
C. Management of support services (MSS)								
	7 331 700	28 888 800	36 220 500	–	7 331 700	28 888 800	36 220 500	11 793 600
D. Management of information systems and communications								
	1 158 800	8 510 100	9 668 900	–	1 158 800	8 510 100	9 668 900	819 000
TOTAL, PART III	25 898 300	61 490 900	87 389 200	–	25 898 300	61 490 900	87 389 200	17 283 400
TOTAL, PARTS I - III	161 115 200	323 577 000	484 692 200	11 000 000	170 546 300	325 145 900	495 692 200	393 448 000
Reserve for Staffing Adjustments	–	–	–	–	–	–	–	–
Reserve for After Service Health Insurance long-term liability (ASHI)	–	3 406 100	3 406 100	–	–	3 406 100	3 406 100	–
PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING								
	14 082 400	–	14 082 400	–	14 082 400	–	14 082 400	–
PART V – ANTICIPATED COST INCREASES								
	–	4 819 300	4 819 300	–	–	4 819 300	4 819 300	–
TOTAL, PARTS I - V	175 197 600	331 802 400	507 000 000	11 000 000	184 628 700	333 371 300	518 000 000	393 448 000

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Cost (PSC) account and self-financing funds

For details of the structural changes made to the budget presentation and the comparative transfers effected in the 38 C/5, please refer to the «Technical note on budgeting methodologies used in the Draft Programme and Budget for 2016-2017 (38 C/5)» under Technical Note and Annexes.

Part I – General Policy and Direction

Part I – 1

Regular Budget				Total 38 C/5 Proposed \$507M/\$518M	Extrabudgetary Resources ⁽¹⁾
General Policy and Direction		Operational budget	Staff budget		
		\$	\$	\$	\$
A. Governing bodies		7 696 800	2 100 500	9 797 300	–
B. Direction					
Chapter 1	Directorate	876 000	1 698 600	2 574 600	–
Chapter 2	Executive Office of the Director-General	600 500	4 432 300	5 032 800	2 082 000
Chapter 3	Internal oversight	513 700	5 163 300	5 677 000	899 000
Chapter 4	International standards and legal affairs	188 100	4 204 700	4 392 800	–
Chapter 5	Ethics	96 600	660 300	756 900	–
Total, Part I.B		2 274 900	16 159 200	18 434 100	2 981 000
C. Participation in the Joint Machinery of the United Nations system		16 794 900	–	16 794 900	–
Total, Part I		26 766 600	18 259 700	45 026 300	2 981 000

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

Part I – 2

Items of Expenditure	Regular Budget			Total 38 C/5 Proposed \$507M/\$518M	Extrabudgetary Resources ⁽¹⁾
	Operational budget	Staff budget			
	\$	\$		\$	\$
A. Governing bodies					
I.	Staff (established posts)		2 100 500	2 100 500	–
II.	Other costs:				
	General Conference				–
	External Audit Fees	434 000		434 000	
	Participants (delegates) travel	130 000		130 000	
	Interpretation, translation and documentation services	2 510 000		2 510 000	
	Other costs relating to the functioning of the General Conference	236 600		236 600	
	Subtotal, General Conference	3 310 600	–	3 310 600	–
	Executive Board				–
	Travel and subsistence allowance for Members of the Board	997 000		997 000	
	Interpretation, translation and documentation services	2 740 000		2 740 000	
	Other costs relating to the functioning of the Executive Board	649 200		649 200	
	Subtotal, Executive Board	4 386 200	–	4 386 200	–
	Total, Part I.A	7 696 800	2 100 500	9 797 300	–

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

Items of Expenditure	Regular Budget			Extrabudgetary Resources ⁽¹⁾
	Operational budget	Staff budget	Total 38 C/5 Proposed \$507M/\$518M	
	\$	\$	\$	\$
B. Direction				
Chapter 1 Directorate				
I. Staff (established posts)		1 698 600	1 698 600	-
II. Other costs:				-
Temporary assistance	-		-	
Overtime	20 000		20 000	
Executive leadership support to Member States	600 000		600 000	
Consultants and experts costs	-		-	
Contracted services	-		-	
External Training, grants and other transfers	120 000		120 000	
Supplies, consumables and other running costs	91 000		91 000	
Other expenses	45 000		45 000	
Total, Chapter 1	876 000	1 698 600	2 574 600	-
Chapter 2 Executive Office of the Director-General				
I. Staff (established posts)		4 432 300	4 432 300	1 355 000
II. Other costs:				727 000
Executive leadership support to Member States	400 000		400 000	
Supplies, consumables and other running costs	200 500		200 500	
Total, Chapter 2	600 500	4 432 300	5 032 800	2 082 000
Chapter 3 Internal oversight				
I. Staff (established posts)		5 163 300	5 163 300	899 000
II. Other costs:				-
Temporary assistance	20 000		20 000	
Overtime	30 000		30 000	
Staff mission costs	150 000		150 000	
Consultants and experts costs	60 000		60 000	
Contracted services	92 000		92 000	
External training, grants and other transfers	-		-	
Supplies, consumables & other running costs	161 700		161 700	
Other expenses	-		-	
Total, Chapter 3	513 700	5 163 300	5 677 000	899 000
Chapter 4 International standards and legal affairs				
I. Staff (established posts)		4 204 700	4 204 700	-
II. Other costs:				-
Temporary assistance	-		-	
Overtime	-		-	
Staff mission costs	45 000		45 000	
Consultants and experts costs	7 000		7 000	
Contracted services	10 000		10 000	
External training, grants and other transfers	-		-	
Supplies, consumables and other running costs	123 100		123 100	
Other Expenses	3 000		3 000	
Total, Chapter 4	188 100	4 204 700	4 392 800	-
Chapter 5 Ethics				
I. Staff (established posts)		660 300	660 300	-
II. Other costs:				-
Temporary assistance	-		-	
Overtime	-		-	
Staff mission costs	48 000		48 000	
Consultants and experts costs	-		-	
Contracted services	25 000		25 000	
External training, grants and other transfers	-		-	
Supplies, consumables and other running costs	23 600		23 600	
Other expenses	-		-	
Total, Chapter 5	96 600	660 300	756 900	-
Total, Part I.B	2 274 900	16 159 200	18 434 100	2 981 000

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

Items of Expenditure	Regular Budget			Extrabudgetary Resources ⁽¹⁾
	Operational budget	Staff budget	Total 38 C/5 Proposed \$507M/\$518M	
	\$	\$	\$	\$
C. Participation in the Joint Machinery of the United Nations System				
1. International Civil Service Commission	680 000		680 000	
2. UN System Staff College	50 000		50 000	
3. UN CARES and UN Dual Career and Staff Mobility Programme	–		–	
4. United Nations System High-Level Committee on Management:				
- Human Resources Management Network	110 000		110 000	
- Finance and Budget Network	75 000		75 000	
- ICT Coordination activities	70 000		70 000	
5. Resident Coordinator cost sharing arrangements	2 000 000		2 000 000	
6. United Nations System High-Level Committee on Programmes	44 000		44 000	
7. United Nations Joint Inspection Unit	450 000		450 000	
8. United Nations Evaluation Group	20 000		20 000	
9. Statutory contribution to the UN Department of Safety and Security	3 677 100		3 677 100	
10. Security requirements of staff members in the field	9 000 000		9 000 000	
11. Administrative Tribunal of the International Labour Organization	374 000		374 000	
12. Malicious Acts Insurance Policy	244 800		244 800	
Total, Part I.C	16 794 900	–	16 794 900	–
Total, Part I	26 766 600	18 259 700	45 026 300	2 981 000

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

I.A – Governing bodies

Implementation of the \$507M Expenditure Plan will imply:

- Less reinforcement during governing bodies' sessions, in view that the temporary teams of SCX and SCG whose regular staff have already been reduced to the strict minimum (following the abolition of posts, redeployment, retirements etc.);
- Inability to provide additional support to CLD services as necessary during governing bodies' sessions (paper documentation and translation costs having been considerably reduced; catching up with backlog in verbatim/summary records; production of much needed GBS information booklets);
- Increase delays due to the backlog in the proper archiving of files (GBS having an important stock of documents in custody);
- Reduced number of special sessions related to EXB as may be required (e.g. review of programme priorities; budget orientation debates held outside normal EXB sessions; preparatory group and/or working group meetings; briefing of new EXB members; EXB intersession information meetings; briefing sessions of Permanent Delegations prior to General Conference etc.);
- Difficulty in ensuring the universality of the Executive Board and the General Conference by covering additional travel costs, of some delegates from countries facing difficult situations (e.g. post-conflict; post-disaster; developing countries or others in transition facing major economic difficulties; SIDS Pacific States which still cannot afford to travel the distance etc.) since travel assistance is provided only to LDCs.

Expected Result 1: Rational and cost-effective functioning of the General Conference improved

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. Budget expenditures contained	<ul style="list-style-type: none"> – Further progress achieved in reducing paper consumption – Further rationalization of the agenda, planning of sessions and methods of work

Expected Result 2: Rational and cost-effective functioning of the Executive Board improved

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. Budget expenditures contained	<ul style="list-style-type: none"> – Further progress achieved in reducing paper consumption – Further rationalization of the dispersal of items by regrouping, and focusing to bring about more efficiency and costs savings – Improved planning of sessions via timeframe advanced planning of extended and night sessions to reduce interpretation and other costs
2. Changes in working methods pursued towards increased efficiency	<ul style="list-style-type: none"> – Optimizing the organization of thematic and information meetings – Providing proposals to allow Member States if they wish, to opt out of receiving paper versions of documents – Further rationalization of the dispersal of items in the reports of the follow-up of EXB decisions, GC resolutions (EX/5 document) by appropriate regrouping

1.B – Direction

Chapter 1 – Directorate

Implementation of the \$507M Expenditure Plan will imply fewer investments in the reform agenda adversely impacting on the Organization’s efficiency and relevance.

Expected Result 1: Executive leadership and direction provided

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. Reduction in the level of political, reputational and managerial risks at leadership level through more robust monitoring and accountability and related reduction in the time allocated to monitoring	– <i>Improve internal governance within the SMT and alignment of organizational work with the global agenda</i>
2. Improved follow-up action and accountability by the SMT	– <i>Improve the timely and efficient follow-up of Director-General’s managerial decisions and missions</i>

Expected Result 2: The essential conditions – internal coherence, corporate regulation and alignment to strategic goals are in place for providing effective strategic direction, support to the Member States and delivery of results

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. Effective use of the SMT electronic Platform to drive teamwork, change, and strategic reflection to enhance organizational performance	– <i>Strengthen collegiality and teamwork within the SMT, in particular in the delivery of the Organization’s core priorities</i>
2. Improved capacity of SMT to minimize political, reputational and managerial risks through enhanced alignment to the Organization’s strategic direction and compliance to policies, procedures and processes	– <i>Verification of the internal House-wide coherence and alignment to the strategic direction provided by the Decisions and documents of the Governing Bodies</i>
3. Progress of UNESCO’s “Fit for Purpose” to enhance effective programme delivery and streamline workflow processes	– <i>Enhance the rationalization of common processes/tasks at Programme and non-Programme Sectors’ levels</i>

Chapter 2 – Executive Office of the Director-General

Implementation of the \$507M Expenditure Plan will imply:

- Less policy support and reduced process review in terms of analytical monitoring;
- A reduced engagement in UN System-wide initiatives and processes thereby adversely impacting on UNESCO's presence and positioning in Members States and in the UN System resulting in an increased undermining of UNESCO's relevance and recognition of its specific functions (example normative, policy setting);
- Reduced policy guidance and monitoring support to Senior Management.

Expected Result 1: Timely quality support to the Director-General on a wide-range of strategic, political, management and administrative issues related to the work of the Organization including effective engagement with Member States

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. Increase in Member States satisfaction in the preparation, participation in and follow-up of Director-General's visits and related impact on the Organization's visibility, outreach and positioning	– <i>Establish operational modalities for increased interaction across Programme and non-Programme Sectors</i>
2. Efficient and timely response to Member States	– <i>Achieve a more strategic global positioning and leadership at country-level</i>
3. Level of guidance on management, control and compliance provided by ODG improved	– <i>Service-Oriented support to Programme and non-Programme Sectors</i>

Expected Result 2: Strengthened strategic positioning of the Organization's leadership and actions within the UN context through effective oversight of and interaction with UNESCO's Liaison Offices, including with regard to UN system-wide coherence concerning the effective implementation of Global Priority Gender Equality in line with the System-wide Action Plan (UN-SWAP) and of emergency response to countries in post-conflict, transition, and post-disaster situations

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. Greater alignment, coherence and consistency of UNESCO messages worldwide, in the UN System, and vis-a-vis Member States	– <i>Maintain UNESCO's presence and positioning in Member States and in the UN system by supporting Programme Sectors to engage in interagency coordination mechanisms and UN system-wide reform process</i>

Expected Result 3: Effective coordination and interaction with Senior Management across Programme sectors, corporate services – including those directly under the purview of the Directorate and monitoring follow-up

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. Increase in the use of common decision-making platforms for SMT	– <i>Optimize the decision-making flow</i>
2. Effective use of ODG briefings to inform policy direction and programme development	– <i>Continued policy guidance and monitoring support to Programme and non-Programme Sectors</i>

Chapter 3 – Internal oversight

Implementation of the \$507M Expenditure Plan will imply the following:

- Reduced evaluation coverage of UNESCO’s strategic, cross-cutting priorities thereby limiting inputs to the future Strategic Results Report;
- Reduced capacity to quality assure the system of decentralized evaluations;
- Less data collection via evaluation field missions;
- Limited (rather than desired) level of assurance on the effectiveness of the system of internal controls. This is mainly attributed to the reduced internal audit coverage of Field Offices and category 1 institutes. This will be partially mitigated by ‘remote’ audits and enhanced data analytics. In addition, the external expertise to complement in-house audit skills will be restricted to a minimum, which will impair overall assurance on specialized areas such as information technology systems.
- Continued professional education and development of professional staff will be significantly lower than called for by professional standards.

Expected Result 1: UNESCO’s risk management, control, compliance and value-for-money mechanisms strengthened

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. Number of significant instances resulting from IOS products and services (e.g. audit, recommendations and advisory engagements)	– <i>At least 6 significant instances annually</i>
2. Level of assurance provided by IOS on UNESCO’s risk management and control	– <i>Limited assurance on the design and operation of risk management and control processes</i>

Expected Result 2: UNESCO’s evaluation and results-based management culture strengthened through targeted evaluation activities and advisory services in support of improved organizational learning, programme improvement and accountability

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. UNESCO decision-makers use evaluation findings to inform policy and programme development	– <i>Action plans, policy and programme documentation include reference to improvements made (at least 4 instances annually)</i>
2. Programme staff apply IOS guidance materials and technical assistance in evaluations of their extrabudgetary activities	– <i>At least 50% of UNESCO’s extrabudgetary portfolio monitored for quality and technical backstopping provided on request</i>

Expected Result 3: Accountability and adherence to UNESCO’s rules and regulations strengthened

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. Percentage of complaints which are acknowledged and cases opened within 10 working days	– <i>100% of complaints received are acknowledged within 10 working days</i>
2. Percentage of investigations completed within an effective time frame	– <i>At least 90% completed less than 6 months after receipt of allegation</i>

Chapter 4 – International standards and legal affairs

Implementation of the \$507M Expenditure Plan will diminish LA’s capacity to perform in all areas of its work. This will have consequences for the Organization’s management and programme implementation, compliance with the Organization’s regulatory framework, increase legal risk, expose the Organization to increased risk of challenge in legal and reputational terms. Examples of areas where diminished resources will affect LA’s work to the detriment of the Organization, governing bodies, treaty bodies, centres and institutes, etc.:

- Provision of legal advice and guidance to UNESCO Field Offices, programmes and administrative services, governing bodies (General Conference, Executive Board and subsidiary organs), Member States, UNESCO institutes, Conventions and treaty bodies, and international and intergovernmental programmes and international commissions and committees, etc.
- Protection of the Organization’s interests in relation to:
 - (a) contractual negotiations and disputes with private sector partners, including those providing extrabudgetary support;

- (b) staffing and employment matters, including compliance with the Organization’s regulatory framework and defending the Organization before the International Labour Organization Administrative Tribunal (ILOAT).
- Improvement and strengthening of the Organization’s management of contractual, staffing and other administrative/management matters, including through:
 - (a) review of existing standard form or template contracts, and development of new models as required;
 - (b) development of training for senior management (Headquarters and Field) in contract negotiation and dispute handling;
 - (c) development of training for managers in all aspects of personnel management to reduce the number of staff complaints, disputes and cases before the ILOAT;
 - (d) review of UNESCO’s internal justice system (to enhance efficiency and satisfaction);
 - (e) review of procedures for assuring UNESCO institutes are managed fully in accordance with UNESCO guidelines and requirements;
 - (f) support in preparation/review of administrative circulars, and amendments/revision to the Human Resources Manual and the Administrative Manual.
 - Support (provision of advice on Conventions and rules of procedure) to Conventions and treaty bodies, international and intergovernmental programmes, and international commissions and committees.
 - Coordination and follow-up of implementation of standard-setting instruments, with particular difficulty in continuing to provide legal advice and consistency of approach on documents prepared for different statutory meetings, as well as regular up-dating of the internet site with information on standard-setting instruments.

Expected Result 1: The Organization’s management and programme implementation in compliance with rules and regulations

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
<p>1. Quality legal advice provided to the Organization and its governing bodies</p>	<ul style="list-style-type: none"> – <i>Verification of the conformity of documentation drafted for the Organization’s governing bodies</i> – <i>Secretariat of the CR Committee of the Executive Board</i> – <i>Secretariat of the Legal Committee and the Credentials Committee of the General Conference</i>

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
2. Organization's rights effectively protected	<ul style="list-style-type: none"> – <i>Reminder of privileges and immunities in response to legal proceedings</i> – <i>Protection of UNESCO's name when entering into agreements</i> – <i>Representation of UNESCO in disputes under private law</i> – <i>Verification of compliance with the rules in regard to activities and staff</i>
3. Internal rules of the Organization relating to activities, funds and property of the Organization revised and improved to enhance the protection of its interests	<ul style="list-style-type: none"> – <i>Verification of the revisions of the Administrative Manual</i> – <i>Verification of the revisions of the Human Resources Manual</i>
4. Informed legal advice provided on the establishment and operation of the intergovernmental bodies in charge of the implementation of conventions and newly established bodies	<ul style="list-style-type: none"> – <i>Verification of the legal compliance of the working documents of the main conventions</i>
5. Monitoring of the Organization's standard-setting instruments coordinated	<ul style="list-style-type: none"> – <i>Enhanced verification of compliance with monitoring procedures adopted by the Board</i>

Chapter 5 – Ethics

Expected Result 1: Ethical working environment in the Organization established

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. Confidential advice is provided to all employees of UNESCO on general and specific ethics-related issues	<ul style="list-style-type: none"> – <i>Current confidential log of all requests, follow-up and advice provided is maintained</i> – <i>Requests are acknowledged in a timely manner</i>
2. Allegations regarding ethical misconduct and wrongdoing of UNESCO employees are handled confidentially by the Ethics Office for follow-up of informal or formal complaints	<ul style="list-style-type: none"> – <i>Maintenance of current, complete and confidential records of complaints received, interviews conducted and agreed action plans with complainants and third parties</i>
3. Eligible employees will declare their interests, through a first disclosure submitted to the Ethics Office in respect of the period from 1 January to 31 December 2013	<ul style="list-style-type: none"> – <i>Maintenance and refinement of an automated system for appropriate and confidential collection, storage and disposal in accordance with accepted personal data protection standards</i> – <i>Primary review of annual declarations of all staff graded P5 or above</i>

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
<p>4. Enhancing ethics awareness amongst staff</p>	<ul style="list-style-type: none"> - <i>Maintaining current information regarding standards on a website accessible to all staff</i> - <i>Developing an e-learning ethics induction programme</i> - <i>Producing an annual report reinforcing the mandate of the Ethics Office and its position within the associated services provided by the Organization, identifying trends and actions taken to resolve issues in an anonymized format</i> - <i>Maintaining contacts with managers and Directors, particularly those in the field to provide effective access to advice on ethics related challenges which they may encounter</i>

I.C – Participation in the Joint Machinery of the United Nations system (JUNM)

UNESCO contributes to the running costs of the United Nations system in accordance with agreements that specify the relevant financial and budgetary arrangements. The budget provision of \$16,794,900 included under Part I.C represents an estimated amount. The actual amount of the various UNESCO contributions will only be known when the relevant bodies will have approved their budgets and request payment from the participating United Nations system agencies. Different sectors within the Secretariat are responsible for various elements of the JUNM, whose provisional budgets are broken down as follows:

Under the responsibility of HRM:

- International Civil Service Commission (ICSC): \$680,000
- UN System Staff College: \$50,000
- The Human Resources Management Network of the United Nations System High-Level Committee on Management: \$110,000
- Administrative Tribunal of the International Labour Organization: \$374,000

Under the responsibility of MSS:

- Statutory contribution to the UN Department of Safety and Security: \$3,677,100
- Security requirements of staff members in the field: \$9,000,000
- Malicious Acts Insurance Policy: \$244,800
- ICT Coordination activities of the United Nations System High-Level Committee on Management: \$70,000

Under the responsibility of BFM:

- The Finance and Budget Network of the United Nations System High-Level Committee on Management: \$75,000

Under the responsibility of BSP:

- United Nations System High-Level Committee on Programmes: \$44,000
- Resident Coordinator cost sharing arrangements: \$2,000,000

Under the responsibility of IOS:

- United Nations Joint Inspection Unit: \$450,000
- United Nations Evaluation Group: \$20,000

Part II – Programmes and Programme-related services

II.A – Programmes

Major Programme I

Education

Main Line of Action/Expected result (ER)	Budgetary priority ⁽¹⁾	ZNG Expenditure Plan (\$507M)				Reinforcement	ZNG+ Expenditure Plan (\$518M)				Extra-budgetary resources ⁽²⁾
		Operational budget	Staff budget	Total	Funding % vis-à-vis \$653M		Operational budget	Staff budget	Total	Funding % vis-à-vis \$667M	
		\$	\$	\$	%	\$	\$	\$	\$	%	\$
MLA 1 Supporting Member States to develop education systems to foster high quality and inclusive lifelong learning for all		9 757 200	36 275 900	46 033 100	71%	1 019 800	10 777 000	36 275 900	47 052 900	70%	63 724 900
ER1 National capacities strengthened to develop and implement policies and plans within a lifelong learning framework	A	2 309 200	7 848 000	10 157 200	69%	230 300	2 539 500	7 848 000	10 387 500	68%	11 840 100
ER2 National capacities strengthened to scale up inclusive and gender-responsive quality literacy programmes	A	1 725 400	6 369 300	8 094 700	69%	181 300	1 906 700	6 369 300	8 276 000	69%	35 995 300
ER3 Capacities of Member States strengthened to design and implement policies aiming at transforming TVET	A	1 581 100	5 373 600	6 954 700	70%	167 200	1 748 300	5 373 600	7 121 900	69%	6 538 900
ER4 National capacities strengthened to develop evidence-based higher education policies to address the challenges of equity, quality, inclusion, expansion, mobility and accountability	B	1 080 200	4 793 200	5 873 400	76%	124 800	1 205 000	4 793 200	5 998 200	75%	3 107 700
ER5 National capacities strengthened, including through regional cooperation, to develop and implement teacher policies and strategies so as to enhance the quality of education and promote gender equality	A	1 978 100	7 292 000	9 270 100	71%	180 800	2 158 900	7 292 000	9 450 900	70%	3 500 600
ER6 Capacities of Member States strengthened to promote, monitor and assess the processes and outcomes of competency-based learning	C	699 400	2 957 100	3 656 500	76%	90 900	790 300	2 957 100	3 747 400	75%	1 975 500
ER7 National capacities strengthened to develop and implement technology policies in education, particularly in teacher training and professional development	B	383 800	1 642 700	2 026 500	79%	44 500	428 300	1 642 700	2 071 000	78%	766 800
MLA 2 Empowering learners to be creative and responsible global citizens		1 884 300	7 152 900	9 037 200	76%	208 400	2 092 700	7 152 900	9 245 600	75%	8 488 500
ER8 Member States integrate peace and human rights education components in education policies and practices	B	743 900	2 862 500	3 606 400	75%	86 800	830 700	2 862 500	3 693 200	75%	1 325 100

(1) Budgetary priority level indicated in the prioritization ranking of the \$507M Expenditure Plan 2014-2015, as outlined in the Annex of 5 X/EX Decision 2 and 37 C/6.

(2) Projects to be implemented in 2016-2017 for which funds have been received or firmly committed, plus posts financed from Programme Support Costs (PSC) account.

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

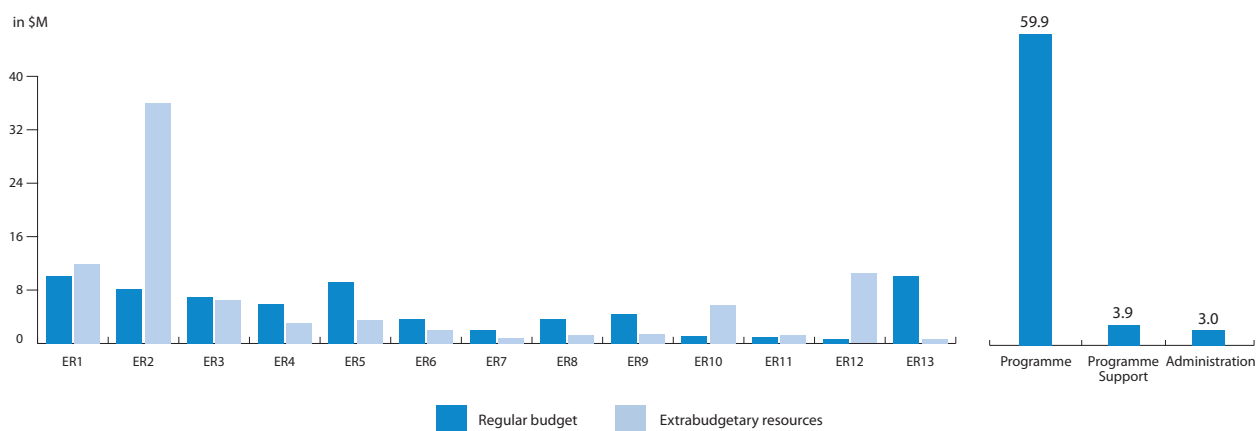
Main Line of Action/Expected result (ER)	Budgetary priority ⁽¹⁾	ZNG Expenditure Plan (\$507M)				Reinforcement	ZNG+ Expenditure Plan (\$518M)				Extra-budgetary resources ⁽²⁾
		Operational budget	Staff budget	Total	Funding % vis-à-vis \$653M		Operational budget	Staff budget	Total	Funding % vis-à-vis \$667M	
		\$	\$	\$	%	\$	\$	\$	\$	%	\$
ER9 Capacities of Member States strengthened to integrate ESD into education and learning, and ESD strengthened in the international policy agenda	B	1 031 500	3 346 400	4 377 900	74%	103 800	1 135 300	3 346 400	4 481 700	74%	1 363 800
ER10 Member States deliver good quality health education, HIV and comprehensive sexuality education that contribute to healthy lifestyles and gender equality	C	108 900	944 000	1 052 900	88%	17 800	126 700	944 000	1 070 700	88%	5 799 600
MLA 3 Advancing Education for All and shaping the future education agenda		3 760 200	7 957 200	11 717 400	61%	422 600	4 182 800	7 957 200	12 140 000	61%	12 360 300
ER11 Future education agenda and global education policies shaped, drawing on relevant research and foresight studies conducted by UNESCO and other institutions	C	219 000	782 100	1 001 100	72%	35 200	254 200	782 100	1 036 300	72%	1 195 300
ER12 The implementation of the right to education and progress towards international education goals promoted and monitored, and policy dialogue informed by the evidence generated	C	166 100	434 900	601 000	69%	32 200	198 300	434 900	633 200	70%	10 483 400
ER13 Political commitment for education reinforced in the global, regional and national development agendas, and cooperation modalities promoted	B	3 375 100	6 740 200	10 115 300	60%	355 200	3 730 300	6 740 200	10 470 500	60%	681 600
UNESCO education institutes⁽³⁾		12 498 200	-	12 498 200	53%	2 321 800	14 820 000	-	14 820 000	58%	
UNESCO International Bureau of Education (IBE)		3 392 200	-	3 392 200	52%	655 900	4 048 100	-	4 048 100	57%	
UNESCO International Institute for Educational Planning (IIEP)		3 586 600	-	3 586 600	52%	693 600	4 280 200	-	4 280 200	57%	
UNESCO Institute for Lifelong Learning (UIL)		1 313 500	-	1 313 500	52%	253 900	1 567 400	-	1 567 400	57%	
UNESCO Institute for Information Technologies in Education (ITE)		601 300	-	601 300	52%	116 300	717 600	-	717 600	57%	
UNESCO International Institute for Capacity-Building in Africa (IICBA)		1 659 600	-	1 659 600	52%	321 300	1 980 900	-	1 980 900	57%	
UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC)		1 452 000	-	1 452 000	52%	280 800	1 732 800	-	1 732 800	57%	
UNESCO Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP)		493 000	-	493 000	100%	-	493 000	-	493 000	100%	
Total, Major Programme I		27 899 900	51 386 000	79 285 900	67%	3 972 600	31 872 500	51 386 000	83 258 500	67%	84 573 700

(1) Budgetary priority level indicated in the prioritization ranking of the \$507M Expenditure Plan 2014-2015, as outlined in the Annex of 5 X/EX Decision 2 and 37 C/6.

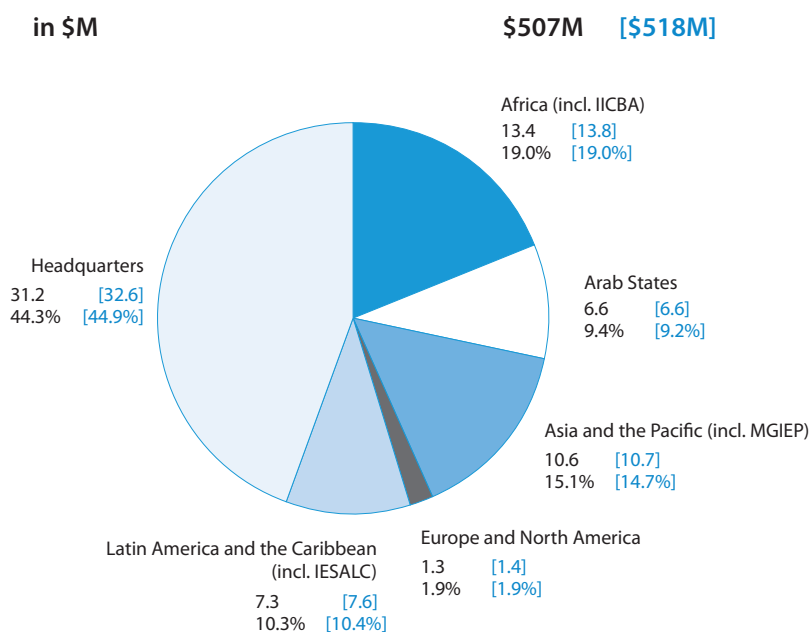
(2) Projects to be implemented in 2016-2017 for which funds have been received or firmly committed, plus posts financed from Programme Support Costs (PSC) account.

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

Total resources (staff and operational budget) Regular Programme and Extrabudgetary by result and Regular Programme breakdown by RBB categories (Programme/Programme Support/Administration) for 38 C/5 Draft ZNG Expenditure Plan (\$507M)



Distribution of Regular Programme resources by Region and Headquarters (staff and operational budget) for Draft 38 C/5 Expenditure Plans (\$507M and \$518M)



Indicative Sector's contribution to Global Priorities

	Priority Africa		Priority Gender Equality	
	\$	%	\$	%
\$507M Expenditure Plan	5 646 800	20.2	2 070 100	7.4
\$518M Expenditure Plan	5 662 000	17.8	2 306 000	7.2

Major Programme I – Education

In the 2014-2015 biennium, Major Programme I adjusted its programme priorities, budgeting and staffing in accordance with the \$507M expenditure plan. Vacant posts were abolished, tasks re-assigned to a reduced number of core RP staff, and the financial contributions to category 1 institutes were reduced. However, additional extrabudgetary resources were mobilized, some of which could compensate for the reduction in regular programme allocations to operational activities.

The proposal for MP I programme under the ZNG and ZNG+ builds on the situation of the previous biennium. In the case of an expenditure plan of \$507M, the impact would be significant on the Organization's capacity to deliver and respond to rising demand from its Member States, and to effectively assume the lead coordinating role for the achievement of the SDG on education.

The budget envelope for staff costs is already at a critically low level and as such would have to remain unchanged as under the ZNG and ZNG+ scenarios. Consequently, the scope of some of UNESCO's operational activities would have to be reduced, while the programmatic focus would be further sharpened and action towards Africa and those countries that are most in need would be given priority. For example, as shown in the budget tables for MP I, regular programme funds allocated to operational activities fall short of the minimum threshold of 80% with respect to the ZNG scenario in the areas of work such as sector-wide policies (ER1), literacy (ER2), TVET (ER3) and teachers (ER5) ranked as high budget priority by Member States. By maintaining the staff at the same minimum level, reductions in RP budget would have to be compensated for by larger increases in extrabudgetary funds. It is expected that the positive trend of donors' support experienced during the 2014-2015 biennium would continue in the next biennium. To date, firmly committed extrabudgetary funds for the period 2016-2017 amount to \$82.6 million, of which 44% are committed under literacy, 14% for sector-wide and education policies, 12% for the right to education, 8% for TVET and 7% for health education. The challenge remains however in maintaining the right balance between core (regular programme) funding and over reliance on extrabudgetary funding, which is not always sustainable.

The proportions of regular programme funds allocated to work related to quality of teaching and learning (ER6); health education (ER10); research and foresight studies in education (ER11); and monitoring the right to education (ER12) exceed the ceiling as set by Member States in the budget priority ranking exercise. This was necessary in order to keep a minimum level of staffing required for the effective delivery of work in these areas, also bearing in mind that extrabudgetary funds are already committed for the execution of operational activities.

As it was the case for the 2014-2015 biennium, an expenditure plan of \$507M would further reduce in 2016-2017 the level of the Sector's contribution to category 1 institutes, and raise serious concerns regarding their financial sustainability. The problem is particularly evident for the IITE and IESALC as these institutes cannot cover the cost of UNESCO regular staff despite UNESCO's regular programme contribution to their core funding. Further budgetary reductions would imply the abolition of some occupied posts in the institutes. The situation under a \$518M expenditure plan would be more favourable, but would not enable addressing these issues.

The following tables present the Performance indicators and related adjusted 2017 targets for MP I expected results under each of the \$507M and \$518M expenditure plans:

Expected result 1: National capacities strengthened to develop and implement policies and plans within a lifelong learning framework

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of countries supported by UNESCO where education policies have been reviewed to integrate a lifelong learning perspective	– 15 Member States	– 16 Member States
2. Number of countries supported by UNESCO where national education blueprints, sector-wide strategies and plans have been revised.	– 12 Member States	– 12 Member States
3. Number of crisis-affected countries benefiting from emergency or reconstruction support.	– 15 Member States	– 15 Member States

Expected Result 2: National capacities strengthened to scale up inclusive and gender-responsive quality literacy programmes

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of countries supported by UNESCO in the implementation and scaling-up of gender- responsive literacy programs	– 20 countries	– 20 countries
2. Number of countries supported by UNESCO which have developed quality literacy programmes for out-of-school children	– 5 countries	– 5 countries

Expected Result 3: Capacities of Member States strengthened to design and implement policies aiming at transforming TVET

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of countries whose systems have transformed towards supporting youth transitions and building skills for work and life	– 15 Member States	– 15 Member States
2. Number of instruments and guidelines prepared by UNESCO to advance and monitor global TVET developments	– 1 instrument and 2 guidelines	– 1 instrument and 2 guidelines

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
3. Number of UNEVOC Centres participating in programmes and contributing to the production of knowledge products	– 50 UNEVOC Centres	– 50 UNEVOC Centres

Expected Result 4: National capacities strengthened to develop evidence-based higher education policies to address the challenges of equity, quality, inclusion, expansion, mobility and accountability

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of countries adhering to UNESCO's normative higher education instruments and supported in the implementation of these instruments.	– 15 countries adhering to the instruments – 3 countries supported in the implementation of these legal instruments	– 15 countries adhering to the instruments – 3 countries supported in the implementation of these legal instruments
2. International and regional conferences organized with UNESCO's support on key policy issues in Higher Education, including on technology driven teaching and learning models.	– 2 international or regional conferences organized	– 2 international or regional conferences organized
3. Number of countries supported and which have engaged in the reform of higher education.	– 4 countries supported	– 8 countries supported

Expected Result 5: National capacities strengthened, including through regional cooperation, to develop and implement teacher policies and strategies so as to enhance the quality of education and promote gender equality

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of countries which have initiated reforms/review of teacher policies, paying strong attention to equity and gender issues	– At least 20 Member States (mainly in Africa and Asia-Pacific)	– At least 25 Member States (mainly in Africa, Asia-Pacific, and Arab-States)
2. Number of countries where teacher training and continuous professional development have been strengthened	– At least 20 Member States (mainly in Africa and LAC)	– At least 30 Member States (covering Africa, LAC and Arab States)

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
3. Number of teacher training institutions in sub-Saharan Africa which have been reinforced and are fully operational	– At least 29 TTIs in 15 sub-Sahara African Member States (have been reinforced	– At least a total of 40 TTIs among 20 sub-Saharan African Member States have been reinforced

Expected Result 6: Capacities of Member States strengthened to promote, monitor and assess the processes and outcomes of competency-based learning

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of countries engaged and/or benefitted from building and sharing of knowledge around quality of learning	– 10 Member States (mainly in Asia-Pacific)	– 15 member States (mainly in Africa and Asia-Pacific)
2. Number of countries supported where a comprehensive and inclusive curriculum to support competency-based learning was developed	– 10 Member States	– 35 Member States
3. Number of countries which developed and/or strengthened national assessment tools for measuring learning outcomes in light of the global framework and national benchmarks for competence-based learning	– 15 Member States (mainly in LAC)	– 20 Member States (LAC and Asia-Pacific)

Expected Result 7: National capacities strengthened to develop and implement technology policies in education, particularly in teacher training and professional development

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of countries supported by UNESCO in developing and implementing scalable ICT in education policies or programmes to support the achievement of post-2015 education targets	– 15 Member States	– 15 Member States

<i>Performance indicators</i>	<i>Targets 2017</i>	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
2. Number of countries supported by UNESCO in developing and implementing standard-based national or institutional programmes to empower teachers to make effective pedagogical use of ICT, with reference to UNESCO ICT-CFT	– 15 Member States	– 15 Member States
3. Number of countries supported by UNESCO in developing and adopting open educational resources (OER)	– 12 Member States	– 12 Member States

Expected result 8: Member States integrate peace and human rights education components in education policies and practices

<i>Performance indicators</i>	<i>Targets 2017</i>	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of countries supported which have integrated education for peace and human rights (global citizenship) in their education policy and programmes	– At least 10 new countries include education for peace, HRS and GC in ED policies and programmes	– At least 10 new countries include education for peace, HRS and GC in ED policies and programmes
2. Qualitative assessment of learning outcomes in education for global citizenship documented	– Use of the GCE assessment tool by 10 countries	– Use of the GCE assessment tool by 10 countries
3. Number of ASPnet members supported which have delivered quality programmes and projects on peace, human rights and other UNESCO and UN priorities	– 20% of ASPnet members	– 20% of ASPnet members

Expected Result 9: Capacities of Member States strengthened to integrate ESD into education and learning, and ESD strengthened in the international policy agenda

<i>Performance indicators</i>	<i>Targets 2017</i>	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of partners joining UNESCO to Launch and implement the Global Action Programme on ESD (GAP)	– GAP launched – 50 major stakeholders partner with UNESCO to implement the GAP	– GAP launched – 55 major stakeholders partner with UNESCO to implement the GAP

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
2. Number of references to ESD in policy documents at the international level	– 5	– 5
3. Number of countries supported to integrate a holistic approach of ESD into the curriculum with a focus on climate change, disaster risk reduction and biodiversity	– 25 Member States	– 26 Member States

Expected result 10: Member States deliver good quality health education, HIV and comprehensive sexuality education that contribute to healthy lifestyles and gender equality

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of countries with a multisectoral strategy that addresses HIV in the school setting	– 93% (170/182) <i>countries include the education sector in their multisectoral strategy</i>	– 93% (170/182) <i>countries include the education sector in their multisectoral strategy</i>
2. Number of countries where at least 50% of schools provided life skills-based HIV and sexuality education within the previous academic year	– At least 72% of 38 <i>UNAIDS high impact countries in Africa (18 out of 25)</i>	– At least 72% of 38 <i>UNAIDS high impact countries in Africa (18 out of 25)</i>
3. Number of countries with education sector rules and guidelines for staff and students related to physical safety, stigma and discrimination and sexual harassment and abuse that have been communicated to relevant stakeholders in educational institutions	– At least 60% of UNAIDS <i>high impact countries in Africa (15 out of 25)</i>	– At least 60% of UNAIDS <i>high impact countries in Africa (15 out of 25)</i>

Expected Result 11: Future education agenda and global education policies shaped, drawing on UNESCO's and other relevant research and foresight studies

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of comparative analyses and case studies on emerging challenges for education and learning conducted at national and regional levels, published and disseminated	<ul style="list-style-type: none"> – 2-4 foresight studies (including those planned by institutes) – 3 thematic studies on global education trends – 4 regional/subregional research projects 	<ul style="list-style-type: none"> – 2-4 foresight studies (including those planned by institutes) – 3 thematic studies on global education trends – 4 regional/subregional research projects
2. Number of proceedings of international/regional research colloquia organized jointly by UNESCO and research partners	<ul style="list-style-type: none"> – 4 global conferences or policy fora 	<ul style="list-style-type: none"> – 4 global conferences or policy fora
3. High-visibility global education foresight report published	<ul style="list-style-type: none"> – 1 issue of the 'World Education Report' published in multiple languages 	<ul style="list-style-type: none"> – 1 issue of the 'World Education Report' published in multiple languages

Expected result 12: Implementation of the right to education and progress towards international education goals promoted and monitored, and policy dialogue informed by the evidence generated

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. 9th Consultation on the implementation of the convention and recommendation against discrimination in education conducted and generating an increase in country reporting as well as in ratifications	<ul style="list-style-type: none"> – Consultation completed – Reports produced in 6 languages – results submitted to the Governing bodies – 10% increase in country reporting – 4 new ratifications 	<ul style="list-style-type: none"> – Consultation completed – Reports produced in 6 languages – results submitted to the Governing bodies – 10% increase in country reporting – 4 new ratifications
2. Number of countries implementing UNESCO's Guidelines (analytical framework) to review their national education laws	<ul style="list-style-type: none"> – Guidelines implemented in at least 4 MS Feedback received and tool improved 	<ul style="list-style-type: none"> – Guidelines implemented in at least 5 MS Feedback received and tool improved

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
3. Monitoring of the right to education reinforced and advocacy enhanced particularly through operationalization, updating and further development of the Database, support and regular reporting on measures taken for implementation of ED normative instruments and preparation of a handbook on the right to education	<ul style="list-style-type: none"> - Database updated and further developed - Handbook completed - Reports on RTE prepared 	<ul style="list-style-type: none"> - Database updated and further developed - Handbook completed - Reports on RTE prepared
4. Number of GMR launch events and media articles related to the Report, together with examples of policy influence	<ul style="list-style-type: none"> - At least 45 launch events for 2016 Report and 2017 Report - At least 550 media articles for 2016 Report and 2017 Report 	<ul style="list-style-type: none"> - At least 45 launch events for 2016 Report and 2017 Report - At least 550 media articles for 2016 Report and 2017 Report

Expected result 13: Political commitment for education reinforced in the global, regional and national development agendas, and cooperation modalities promoted

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Global and regional coordination mechanisms set up and meetings held	<ul style="list-style-type: none"> - Annual global coordination meeting held - coordination meeting held in each region every two years 	<ul style="list-style-type: none"> - Annual global coordination meeting held - Coordination meeting held in each region every two years
2. Number of countries supported to translate the global agenda into national targets and/or set up monitoring systems	<ul style="list-style-type: none"> - Support provided to 15 countries, among which LDCs 	<ul style="list-style-type: none"> - Support provided to 20 countries, among which LDCs
3. Research undertaken and policy briefs developed	<ul style="list-style-type: none"> - Policy briefs in 2 selected areas developed and disseminated 	<ul style="list-style-type: none"> - Policy briefs in 3 selected areas developed and disseminated

Global Priority Gender Equality

Expected Result 1: Education policies, processes and practices in Member States developed implemented and evaluated through the lens of gender equality and empowerment

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of countries supported by UNESCO where education policies have been reviewed with gender analysis to integrate a lifelong learning perspective	– 15 Member States,	– 15 Member States
2. Number of countries supported in the implementation and scaling-up of gender responsive literacy policies, plans and actions, through formal and non-formal programmes, taking into consideration the specific circumstances and needs of women and girls with no or low literacy skills	– 25 Member States	– 25 Member States – (of which 20 Member States for youth and adult literacy and 5 for out-of-school children and youth)
3. Number of countries supported and have developed and/or implemented gender responsive policies and programmes that ensure equal opportunities to diversified choices of learning and skills development for girls and women at post-primary level.	– 15 Member States	– 15 Member States
4. Number of Member States supported by UNESCO where policies and programmes for the professional development of education personnel are systematically reviewed from a gender-equality perspective	– 20 Member States,	– 20 Member States
5. Number of Member States where gender mainstreaming in national education systems is accelerated through the promotion of all forms of gender transformative education/ learning including global citizenship, life skills education, education for sustainable development and others.	– 30 Member States	– 30 Member States
6. Number of Member States supported which are delivering good quality health education, HIV and comprehensive sexuality education that contribute to healthy lifestyles and gender equality.	– At least 10 Member States	– At least 10 Member States

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
7. Number of Member States reporting on their compliance with the normative instruments on the right to education, with a focus on gender equality	– 100% of the reports submitted by Member States	– 100% of the reports submitted by Member States

Global Priority Africa

Flagship 2: Strengthening education systems for sustainable development in Africa: improving equity, quality and relevance

Expected result 1: Member States have up-to-date education sector diagnosis and capacities to develop, implement and monitor strategies and plans in education policies, with particular attention to teachers at all levels, including teaching and learning environments

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of countries supported by UNESCO which have developed and/or reviewed teacher policies	– At least 12 Member States	– At least 12 Member States

Expected result 2: National and regional qualification frameworks for education personnel developed and effectively implemented

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of countries supported in the development of their national or regional qualification frameworks for education personnel (teachers, teacher educators, head teachers and principals)	– 8 Member States	– 8 Member States

Expected result 3: Teacher recruitment, preparation and professional development programmes fully aligned to education and curriculum reforms

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of teacher training institutions (TTIs) in sub-Saharan Africa which have been reinforced and are operational	– At least 29 TTIs in 15 Member States	– At least 29 TTIs in 15 Member States

Results expected of the activities under Major Programme I which will focus on the above-mentioned thematic areas:

Expected result 4: National capacities strengthened to develop and implement policies and plans within a lifelong learning framework in Africa

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of countries supported by UNESCO where education policies have been reviewed to integrate a lifelong learning perspective	– At least 8 Member States in Africa	– At least 8 Member States in Africa
2. Number of countries supported by UNESCO where sector-wide plans have been revised	– 4 Member States in Africa	– 4 Member States in Africa
3. Number of countries supported by UNESCO where relevant sector-wide M&E system has been established or reinforced, and is operational	– 4 Member States in Africa	– 4 Member States in Africa

Expected result 5: National capacities strengthened to scale up inclusive and gender-responsive quality literacy programmes

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of countries supported by UNESCO that have implemented gender-responsive scaling-up action plans	– At least 12 Member States in Africa	– At least 12 Member States in Africa

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
2. Number of countries supported by UNESCO which have designed programmes on quality literacy to out-of-school children	– <i>At least 4 Member States in Africa</i>	– <i>At least 4 Member States in Africa</i>

Expected result 6: Capacities of Member States strengthened to design and implement policies aiming at transforming TVET in Africa

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of countries whose systems have transformed towards supporting youth transitions and building skills for work and life	– <i>At least 8 Member States in Africa</i>	– <i>At least 8 Member States in Africa</i>
2. Number of UNEVOC Centres participating in programmes and contributing to the production of knowledge products	– <i>15 UNEVOC Centres in Africa</i>	– <i>15 UNEVOC Centres in Africa</i>

Expected result 7: National capacities strengthened to develop evidence-based higher education policies to address the challenges of equity, quality, inclusion, expansion, mobility and accountability

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of countries adhering to UNESCO's normative higher education instruments and supported in the implementation of these instruments	– <i>8 new Member States in Africa adhering to the instruments</i> – <i>3 Member States in Africa supported in the implementation of these legal instruments</i>	– <i>8 new Member States in Africa adhering to the instruments</i> – <i>3 Member States in Africa supported in the implementation of these legal instruments</i>
2. Regional conferences organized with UNESCO's support on key policy issues in Higher Education, including on technology driven teaching and learning models	– <i>1 regional conference organized in Africa</i>	– <i>1 regional conference organized in Africa</i>
3. Number of countries benefiting from technical support in higher education reform	– <i>At least 3 Member States in Africa supported</i>	– <i>At least 3 Member States in Africa supported</i>

UNESCO category 1 education institutes

The following tables present the Performance indicators and related adjusted 2017 targets for the expected results of UNESCO category 1 education institutes under each of the \$507M and \$518M expenditure plans:

International Bureau of Education (IBE)

MLA 1 – Expected result 6: Capacities of Member States strengthened to promote, monitor and assess the processes and outcomes of competency-based learning

Performance indicator	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of countries involved in capacity development activities to support quality curriculum change and management	– 40	– 40
2. Percentage of Diploma graduates that have declared improving their practice on the workplace	– At least 75%	– At least 75%
3. Number of learning tools, prototypes, frameworks and guidelines for curriculum innovation and reform developed/reviewed, used and disseminated to support quality curriculum change and management	– 10	– 10
4. Number of countries, especially conflict-afflicted supported in developing comprehensive and inclusive curriculum to enhance learning	– 10	– 10
5. Policy and curriculum documents revised and adopted to enhance learning	– 5	– 5
6. Number of countries actively applying the General Education System Quality Analysis/Diagnosis Framework (GEQAF) for redressing identified systemic constraints to the provision of high quality and development-responsive education and effective learning for all	– 10	– 10

MLA 3 – Expected result 11: Future education agenda and global education policies shaped, drawing on relevant research and foresight studies conducted by UNESCO and other institutions

<i>Performance indicator</i>	<i>Targets 2017</i>	
	<i>38 C/5 Expenditure Plan \$507M</i>	<i>38 C/5 Expenditure Plan \$518M</i>
1. Improved availability of and access to information on curriculum development processes and products	<i>– Website traffic and downloads increased by 50%</i>	<i>– Website traffic and downloads increased by 50%</i>
2. Number of case studies, comparative analyses and publications on curriculum trends and issues produced and disseminated	<i>– At least 20</i>	<i>– At least 20</i>
3. Increase in the dissemination and usage of the journal Prospects, with its new orientation and focus on curriculum, learning and assessment,	<i>– 200 Consortia, 5,000 academic and government institutions in 60 countries</i>	<i>– 200 Consortia, 5,000 academic and government institutions in 60 countries</i>

UNESCO International Institute for Educational Planning (IIEP)

MLA 1 – Expected result 1: National capacities strengthened to develop and implement policies and plans within a lifelong learning framework

<i>Performance indicator</i>	<i>Targets 2017</i>	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. % Heads of planning units stating effect of IIEP capacity development on improving organizational performance	– 85%	– 85%
2. % Supervisors of IIEP trainees observing improvement in individual and team performance (, beneficiary survey)	– 90%	– 90%
3. Number of Training programmes in training institutions enhanced to serve national to subregional training needs for mid- to senior-level educational planners and managers by 2017	– 5-8	– 5-8
4. % Decision-makers participating in IIEP dedicated events expressing improved awareness of the importance of effective planning in overcoming pressing challenges in education	– 80%	– 80%

MLA 3 – Expected result 11: Future education agenda and global education policies shaped, drawing on relevant research and foresight studies conducted by UNESCO and other institutions

<i>Performance indicator</i>	<i>Targets 2017</i>	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. % Stakeholders stating that IIEP research is highly relevant	– 95%	– 95%

UNESCO Institute for Lifelong Learning (UIL)

MLA 1 – Expected result 1: National capacities strengthened to develop and implement policies and plans within a lifelong learning framework

Performance indicator	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of Member States supported where national authorities develop inclusive and gender-responsive lifelong learning policies and/or promote and expand quality lifelong learning opportunities for all	– 20 Member States involved in developing/revising national LLL policies	– 22 Member States involved in developing/revising national LLL policies
2. Number of Member States supported who have developed and implemented national policies in line with recognition, validation and accreditation (RVA) and national qualifications framework (NQF) mechanisms and frameworks	– 20 Member States involved in providing evidence for developing national structures for RVA	– 22 Member States involved in providing evidence for developing national structures for RVA

MLA 1 – Expected result 2: National capacities strengthened to scale up inclusive and gender-responsive quality literacy programmes

Performance indicator	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of Member States supported who integrate literacy and basic skills in their national development strategies that support peace, social cohesion and sustainable development	– 4 Member States engaged in developing/revising national literacy policies	– 5 Member States engaged in developing/revising national literacy policies
2. Number of Member States supported who make use of research evidence to reach more – and difficult-to-reach – learners with relevant, high quality and empowering literacy and basic skills learning opportunities through innovative, holistic and integrated (“embedded”) approaches	– 9 Member States engaged in action-oriented research on LBS	– 10 Member States engaged in action-oriented research on LBS

<i>Performance indicator</i>	<i>Targets 2017</i>	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
3. Number of Member States supported which a) Improve programme design, management and evaluation; and/or b) Integrate literacy and basic skills (LBS) as a foundation of lifelong learning into their national recognition, validation and accreditation frameworks and mechanisms; and/or c) Use relevant strategies and tools to enable access and successful completion of basic (skills) education, particularly for vulnerable and disadvantaged young people and adults	– <i>10 Member States engaged in capacity development for LBS programme design, management and evaluation</i>	– <i>10 Member States engaged in capacity development for LBS programme design, management and evaluation</i>

MLA 3 – Expected result 11: Future education agenda and global education policies shaped, drawing on relevant research and foresight studies conducted by UNESCO and other institutions

<i>Performance indicator</i>	<i>Targets 2017</i>	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Improved availability and access to information on development processes and products in relation to lifelong learning with a focus on adult and continuous education, literacy and non- formal basic education	– <i>website traffic and downloads increased by 100%</i>	– <i>website traffic and downloads increased by 100%</i>
2. Policy briefs produced, research seminars organized, research networks entering into partnership with UIL	– <i>10</i>	– <i>10</i>
3. Number of case studies, comparative analysis and publications on trends and issues produced and disseminated in relation to lifelong learning with a focus on adult and continuous education, literacy and non-formal basic education	– <i>10</i>	– <i>10</i>
4. The Journal 'International Review of Education' widely disseminated and used	– <i>references increased, best-selling journal to more than 7,500 institutions and organizations</i>	– <i>references increased, best-selling journal to more than 7,500 institutions and organizations</i>

MLA 3 – Expected result 12: Implementation of the right to education and progress towards international education development goals promoted and monitored, and policy dialogue informed by the evidence generated

<i>Performance indicator</i>	<i>Targets 2017</i>	
	<i>38 C/5 Expenditure Plan \$507M</i>	<i>38 C/5 Expenditure Plan \$518M</i>
1. Number of supported Member states using regional and national adult learning and education strategies and monitoring mechanisms	<i>– 110 Member States engaged in further implementing CONFINTEA Follow-up according to Belém Framework for Action</i>	<i>– 115 Member States engaged in further implementing CONFINTEA Follow-up according to Belém Framework for Action</i>
2. Number of supported Member States implementing effective adult learning and education policies and programmes which are gender-sensitive and ensure the provision of skills for youth and adults	<i>– 10 Member States engaged in designing/ implementing programmes providing skills for youth and adults</i>	<i>– 10 Member States engaged in designing/ implementing programmes providing skills for youth and adults</i>
3. UNESCO's standard setting instrument - Recommendation on the development of Adult Education used to revise national policies	<i>– 20 Member states actively engaged in revising the UNESCO Recommendation</i>	<i>– 20 Member states actively engaged in revising the UNESCO Recommendation</i>

UNESCO Institute for Information Technologies in Education (IITE)

MLA 1 – Expected result 7: National capacities strengthened to develop and implement technology policies in education, particularly in teacher training and professional development

Performance indicator	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of evidence-based research produced to guide countries in the use of ICT in education	– 2 sets of evidence-based research	– 3 sets of evidence-based research
2. Number of countries benefiting from policy advice in the field of ICT in education	– 5 countries	– 7 countries
3. Number of countries supported by UNESCO in developing and/or reviewing teacher standards for the appropriate use of technology in education, eventually involving the localization and adaptation of the ICT CFT	– 10 countries	– 12 countries
4. Number of countries supported by UNESCO in developing and/or reviewing a national or institutional policy for OER	– 3 countries	– 4 countries
5. Number of best practices on the use of ICT in education produced and disseminated	– 5 case studies	– 5 case studies
6. Number of ASPnet members supported to deliver quality programmes and projects on learning for the future	– 100 ASPnet schools from 40 members	– 100 ASPnet schools from 40 members

MLA 3 – Expected result 11: Future education agenda and global education policies shaped, drawing on relevant research and foresight studies conducted by UNESCO and other institutions

<i>Performance indicator</i>	<i>Targets 2017</i>	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of comparative analyses and case studies on emerging challenges for education and learning conducted at national and regional levels, published and disseminated	– 5 regional studies	– 5 regional studies

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

MLA 1 – Expected result 5: National capacities strengthened, including through regional cooperation, to develop and implement teacher policies and strategies so as to enhance the quality of education and promote gender equality

<i>Performance indicator</i>	<i>Targets 2017</i>	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of Member States supported in developing and/or reviewing teacher policies, paying strong attention to gender issues	– 5	– 7
2. Number of Member States supported in the implementation of teacher training and continuous professional development through their teacher training institutions	– 8	– 12
3. Number of Member States that have promoted the use of pedagogy-based ICT and ODL to support teacher development and management	– 10	– 15

MLA 3 – Expected result 11: Future education agenda and global education policies shaped, drawing on relevant research and foresight studies conducted by UNESCO and other institutions

<i>Performance indicator</i>	<i>Targets 2017</i>	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of publications (including policy briefs, technical papers and study reports) and policy dialogues on teacher issues through advocacy and partnership	– 2	– 5
2. Series on “Fundamentals of Teacher Education Development”	– 1	– 2

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

MLA 1 – Expected result 4: National capacities strengthened to develop evidence-based higher education policies to address the challenges of equity, quality, inclusion, expansion, mobility and accountability

Performance indicator	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of countries adhering to the 1974 Regional Convention on the Recognition of Studies, Diplomas and Degrees in Higher Education in LAC	– At least half of the LAC countries	– At least half of the LAC countries
2. Increased cooperation between UNESCO Chairs on higher education in the region	– Network established between UNESCO Chairs and a second encounter organized	– Network established between UNESCO Chairs and a second encounter organized

MLA 3 – Expected result 11: Future education agenda and global education policies shaped, drawing on relevant research and foresight studies conducted by UNESCO and other institutions

Performance indicator	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Regional conferences organized with UNESCO's support on key policy issues in higher education, including on technology driven teaching and learning models (OER)	– 2 regional conferences (yearly) with HE Networks and National Councils of Rectors	– 2 regional conferences (yearly) with HE Networks and National Councils of Rectors

UNESCO Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP)

MLA 2 – Expected Result 8: Member States integrate peace and human rights education components in education policies and practices

Performance indicator	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Scoping exercise on the state of EPSG (Education for Peace, Sustainability, and Global Citizenship) in the Asia-Pacific	– 1 report covering 20 Member States in the Asia-Pacific region	– 1 report covering 20 Member States in the Asia-Pacific region
2. Sensitizing ministries and educational institutions about EPSG in the Asia-Pacific	– 1 international conference on EPSG for the Asia-Pacific region	– 1 international conference on EPSG for the Asia-Pacific region
3. EPSG concepts embedded in curriculums	– 1 training module developed for textbook writers to embed concepts of EPSG in curriculums for selected Member States	– 1 training module developed for textbook writers to embed concepts of EPSG in curriculums for selected Member States

MLA 2 – Expected Result 9: Capacities of Member States strengthened to integrate ESD into education and learning, and ESD strengthened in the international policy agenda

Performance indicator	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Youth engaged with innovation in ICTs for EPSG	– 1 game on EPSG developed and released globally	– 1 game on EPSG developed and released globally
2. ICTs/Digital games promoted as educational tools for EPSG	– 1 international gaming conference bringing educators from 40 countries, the international gaming community, and relevant international policymakers	– 1 international gaming conference bringing educators from 40 countries, the international gaming community, and relevant international policymakers
3. Innovative pedagogical methods established for EPSG	– 5 virtual learning labs established for 5 Member States in the Asia-Pacific region	– 5 virtual learning labs established for 5 Member States in the Asia-Pacific region

Performance indicator	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
4. Number of youth trained/mentored to lead change for peace and sustainable development	– 60 MGIEP Young Leaders from across the globe selected and mentored on EPSG	– 60 MGIEP Young Leaders from across the globe selected and mentored on EPSG
5. Number of youth groups for EPSG in educational institutions	– 20 MGIEP youth groups set up in university campuses in 20 Member States	– 20 MGIEP youth groups set up in university campuses in 20 Member States

MLA 3 – Expected Result 11: The future education agenda and global education policies shaped, drawing on relevant research and foresight studies conducted by UNESCO and other institutions

Performance indicator	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of policy dialogues on EPSG for youth and policy makers organized	– 2 MGIEP TAG (Talking Across Generations) Dialogues, 4 Distinguished Lectures, and 2 Futures Workshops organized	– 2 MGIEP TAG (Talking Across Generations) Dialogues, 4 Distinguished Lectures, and 2 Futures Workshops organized
2. Research undertaken on EPSG and transformative education	– 4 peer reviewed Working papers on EPSG	– 4 peer reviewed Working papers on EPSG
3. Research on GCED strengthened	– Global action Research Agenda on GCED designed and initiated	– Global action Research Agenda on GCED designed and initiated

Major Programme II

Natural sciences

Main Line of Action/Expected result (ER)	Budgetary priority ⁽¹⁾	ZNG Expenditure Plan (\$507M)				Reinforcement	ZNG+ Expenditure Plan (\$518M)				Extra-budgetary resources ⁽²⁾
		Operational budget	Staff budget	Total	Funding % vis-à-vis \$653M		Operational budget	Staff budget	Total	Funding % vis-à-vis \$667M	
		\$	\$	\$	%	\$	\$	\$	\$	%	\$
MLA 1 Strengthening STI policies, governance and the science-policy-society interface		1 844 900	7 555 400	9 400 300	76%	231 000	1 926 800	7 704 500	9 631 300	74%	9 609 700
ER1 Strengthening STI policies, the science-policy interface, and engagement with society, including vulnerable groups such as SIDS and indigenous peoples	B/B/C	1 844 900	7 555 400	9 400 300	76%	231 000	1 926 800	7 704 500	9 631 300	74%	9 609 700
MLA 2 Building institutional capacities in science and engineering		566 600	3 006 300	3 572 900	45%	145 900	664 200	3 054 600	3 718 800	45%	14 392 300
ER2 Capacity-building in research and education in the natural sciences enhanced, including through the use of ICTs	C	449 700	2 111 300	2 561 000	50%	103 700	522 600	2 142 100	2 664 700	49%	14 380 200
ER3 Interdisciplinary engineering research and education for sustainable development advanced and applied	C	116 900	895 000	1 011 900	37%	42 200	141 600	912 500	1 054 100	37%	12 100
MLA 3 Promoting knowledge and capacity for protecting and sustainably managing the ocean and coasts		2 540 700	7 132 100	9 672 800	73%	482 200	2 748 400	7 406 600	10 155 000	73%	6 262 000
ER4 Scientific understanding of ocean and coastal processes bolstered and used by Member States to improve the management of the human relationship with the ocean	A	855 800	2 335 400	3 191 200	68%	274 600	924 500	2 541 300	3 465 800	71%	1 270 000
ER5 Risks and impacts of ocean-related hazard reduced, climate change adaptation and mitigation measures taken, and policies for healthy ocean ecosystems developed and implemented by Member States	A	714 500	2 132 200	2 846 700	73%	96 500	765 300	2 177 900	2 943 200	72%	1 340 000
ER6 Member States' institutional capacities reinforced to protect and sustainably manage ocean and coastal resources	B	970 400	2 664 500	3 634 900	77%	111 100	1 058 600	2 687 400	3 746 000	77%	3 652 000
MLA 4 Fostering international science collaboration for earth systems, biodiversity, and disaster risk reduction		813 700	3 669 100	4 482 800	62%	186 300	893 900	3 775 200	4 669 100	60%	418 800
ER7 Global cooperation in the ecological and geological sciences expanded	C	339 200	1 714 500	2 053 700	49%	90 600	409 400	1 734 900	2 144 300	46%	18 300

(1) Budgetary priority level indicated in the prioritization ranking of the \$507M Expenditure Plan 2014-2015, as outlined in the Annex of 5 X/EX Decision 2 and 37 C/6.

(2) Projects to be implemented in 2016-2017 for which funds have been received or firmly committed, plus posts financed from Programme Support Costs (PSC) account.

(3) The regular budget amount for UNESCO IHE Institute represents the financial allocation from the regular budget and might be subsequently used for financing operational costs and/or staff.

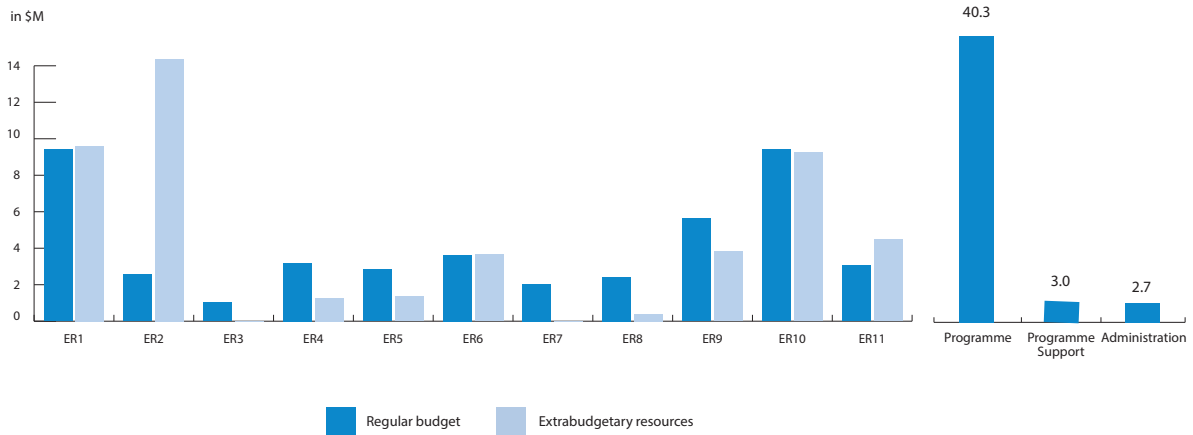
Main Line of Action/Expected result (ER)	Budgetary priority ⁽¹⁾	ZNG Expenditure Plan (\$507M)				Reinforcement	ZNG+ Expenditure Plan (\$518M)				Extra-budgetary resources ⁽²⁾
		Operational budget	Staff budget	Total	Funding % vis-à-vis \$653M		Operational budget	Staff budget	Total	Funding % vis-à-vis \$667M	
		\$	\$	\$	%	\$	\$	\$	\$	%	\$
ER8 Risk reduction improved, early warning of natural hazards strengthened and disaster preparedness and resilience enhanced	B	474 500	1 954 600	2 429 100	81%	95 700	484 500	2 040 300	2 524 800	82%	400 500
MLA 5 Strengthening the role of ecological sciences and biosphere reserves		1 323 100	4 292 900	5 616 000	77%	461 800	1 363 000	4 714 800	6 077 800	82%	3 806 300
ER9 Use of biosphere reserves as learning places for equitable and sustainable development and for climate change mitigation and adaptation strengthened	B	1 323 100	4 292 900	5 616 000	77%	461 800	1 363 000	4 714 800	6 077 800	82%	3 806 300
MLA 6 Strengthening freshwater security		3 846 500	8 603 600	12 450 100	81%	786 900	4 064 400	9 172 600	13 237 000	82%	13 742 800
ER10 Responses to local, regional and global water security challenges strengthened	A	2 604 200	6 802 100	9 406 300	84%	377 900	2 755 800	7 028 400	9 784 200	84%	9 260 300
ER11 Knowledge, innovation, policies and human and institutional capacities for water security strengthened through improved international cooperation	A	1 242 300	1 801 500	3 043 800	73%	409 000	1 308 600	2 144 200	3 452 800	80%	4 482 500
UNESCO Sciences institutes⁽³⁾		819 400	-	819 400	81%	-	819 400	-	819 400	81%	139 153 200
UNESCO-IHE Institute for Water Education (UNESCO-IHE)		-	-	-		-	-	-	-		85 183 200
Abdus Salam International Centre for Theoretical Physics (ICTP)		819 400	-	819 400	81%	-	819 400	-	819 400	81%	53 970 000
Total, Major Programme II		11 754 900	34 259 400	46 014 300	71%	2 294 100	12 480 100	35 828 300	48 308 400	72%	187 385 100

(1) Budgetary priority level indicated in the prioritization ranking of the \$507M Expenditure Plan 2014-2015, as outlined in the Annex of 5 X/EX Decision 2 and 37 C/6.

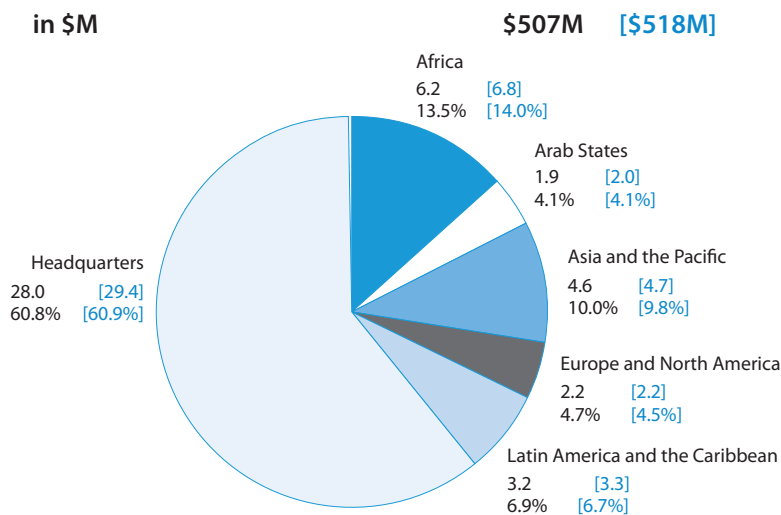
(2) Projects to be implemented in 2016-2017 for which funds have been received or firmly committed, plus posts financed from Programme Support Costs (PSC) account.

(3) The regular budget amount for UNESCO IHE Institute represents the financial allocation from the regular budget and might be subsequently used for financing operational costs and/or staff.

Total resources (staff and operational budget) Regular Programme and Extrabudgetary by result and Regular Programme breakdown by RBB categories (Programme/ Programme Support/Administration) for 38 C/5 Draft ZNG Expenditure Plan (\$507M)



Distribution of Regular Programme resources by Region and Headquarters (staff and operational budget) for Draft 38 C/5 Expenditure Plans (\$507M and \$518M)



Indicative Sector's contribution to Global Priorities

	Priority Africa		Priority Gender Equality	
	\$	%	\$	%
\$507M Expenditure Plan	2 547 615	21.7	844 400	7.2
\$518M Expenditure Plan	2 719 400	21.8	877 000	7.0

Major Programme I – Natural sciences

With the ZNG+ expenditure plan (\$518 M compared to \$507 M) MP II would be in a much better position to take forward the science-related Sustainable Development Goals (SDGs) in relation to water, the ocean and biodiversity. Effectiveness in the field of science policy and science capacity-building would be increased by widening the network of countries assisted, particularly in Africa. Additional work on science diplomacy would be undertaken. The participation of geosciences in international projects through IGCP would be increased, more Member States would benefit from disaster risk reduction networks, there would be increased assistance to developing the MAB Programme in Africa and the Arab States and more activities would be carried out in the field of transboundary governance and management of groundwater and for addressing water scarcity. In terms of staffing, the \$518 M budget would allow more National Officer posts to be created in Africa, Asia and Latin America thus increasing the penetration of UNESCO's science programmes in the Member States.

With respect to IOC, \$518 M ZNG+ would allow IOC to assist more SIDS Member States in the transfer of marine technology, to build capacity and to restore the full position of the Head of the IOCARIBE Sub-Commission.

The following tables present the Performance indicators and related adjusted 2017 targets for MP II expected results under each of the \$507M and \$518M expenditure plans:

Expected Result 1: Strengthening STI policies, the science-policy interface, and engagement with society, including vulnerable groups such as SIDS and indigenous peoples

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of assisted Member States which have adopted STI policies, policy instruments and governance tools for the development of their STI systems	<ul style="list-style-type: none"> – At least 12 Member States in three regions with STI systems improved – At least 12 countries integrated in the GO-SPIN platform – At least one North-South-South university networks for training and research in STI policy developed – At least two Member States with parliaments having increased understanding of the value and use of STI policy – At least two science parks and technology business incubators initiated/ developed – At least two Member States have established multi-functional science centres/museums and improved their governance structure 	<ul style="list-style-type: none"> – At least 14 Member States in three regions with STI systems improved – At least 12 countries integrated in the GO-SPIN platform – At least one North-South-South university networks for training and research in STI policy developed – At least two Member States with parliaments having increased understanding of the value and use of STI policy – At least two science parks and technology business incubators initiated/ developed – At least two Member States have established multi-functional science centres/museums and improved their governance structure

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
<p>2. Number of concrete approaches in action demonstrating and contributing to the strengthening of the science-policy interface at multiple levels in relation to which UNESCO provides a clear and value-adding contribution</p>	<ul style="list-style-type: none"> – <i>At least two additional work streams of the UNSG SAB launched and the related outputs delivered</i> – <i>At least two substantive IPBES meetings organized or co-organized by UNESCO in the context of the IPBES programme of work 2014-2018</i> – <i>At least two substantive meetings of Future Earth organized or co-organized and hosted by UNESCO</i> – <i>An expert workshop on sustainability science and other similar workshops organized and hosted by UNESCO, relying on case studies from all five regions</i> – <i>At least two global events on the contribution of STI to sustainable development organized in the context of relevant high-level meetings such as ECOSOC and the UN Commission on Science and Technology for Development</i> 	<ul style="list-style-type: none"> – <i>At least two additional work streams of the UNSG SAB launched and the related outputs delivered</i> – <i>At least two substantive IPBES meetings organized or co-organized by UNESCO in the context of the IPBES programme of work 2014-2018</i> – <i>At least two substantive meetings of Future Earth organized or co-organized and hosted by UNESCO</i> – <i>An expert workshop on sustainability science and other similar workshops organized and hosted by UNESCO, relying on case studies from all five regions</i> – <i>At least two global events on the contribution of STI to sustainable development organized in the context of relevant high-level meetings such as ECOSOC and the UN Commission on Science and Technology for Development</i>
<p>3. Number of actions at multiple levels promoting sustainable development in SIDS; and mobilizing local and indigenous knowledge systems (LINKS) in environmental assessments</p>	<ul style="list-style-type: none"> – <i>Priority actions implemented in SIDS in all three SIDS regions</i> – <i>Procedures and guidelines for LINKS built into at least one international environmental assessment platform</i> 	<ul style="list-style-type: none"> – <i>Priority actions implemented in SIDS in all three SIDS regions, with greater emphasis on the Pacific SIDS</i> – <i>Procedures and guidelines for LINKS built into at least one international environmental assessment platform</i>

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
4. Number of regional, inter-regional and international debates on best practices for STI policy makers aimed at STI for development that are based on initiatives by or with UNESCO	<ul style="list-style-type: none"> – <i>The World Science Forum (2017)</i> – <i>Global Innovation Fora (2016)</i> – <i>At least 1 high-level regional and two international fora on STI for development organized</i> – <i>At least one inter-agency partnership initiated</i> – <i>At least one initiative on science diplomacy launched</i> 	<ul style="list-style-type: none"> – <i>The World Science Forum (2017)</i> – <i>Global Innovation Fora (2016)</i> – <i>At least 1 high-level regional and two international fora on STI for development organized</i> – <i>At least one inter-agency partnership initiated</i> – <i>At least two initiatives on science diplomacy launched</i>

Expected Result 2: Capacity-building in research and education in the natural sciences enhanced, including through the use of ICTs

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of beneficiary Member States having contributed to and/or promoted the sustainable use of renewable energy sources including in the context of the 2014-2024 UN Decade of «Sustainable Energy for All», and number which have incorporated renewable energy use in national development plans.	<ul style="list-style-type: none"> – <i>At least 15 Member States participating in regional summer schools</i> – <i>At least 5 Member States incorporate renewable energy use into their national development plans</i> 	<ul style="list-style-type: none"> – <i>At least 20 Member States participating in regional summer schools</i> – <i>At least 7 Member States incorporate renewable energy use into their national development plans</i>
2. Interdisciplinary science education initiatives including innovative methods of teaching at all levels introduced in a number of Member States	<ul style="list-style-type: none"> – <i>13 interdisciplinary science education initiatives</i> 	<ul style="list-style-type: none"> – <i>At least 16 interdisciplinary science education initiatives</i>
3. Number of countries especially in Africa having strengthened capacity to deliver science through collaborative action and networking	<ul style="list-style-type: none"> – <i>10 Member States have strengthened capacity to deliver science through collaborative action and networking</i> 	<ul style="list-style-type: none"> – <i>12 Member States have strengthened capacity to deliver science through collaborative action and networking</i>
4. Number of Member States benefitting from training opportunities and number of trained young scientists in the basic sciences contributing knowledge applicable to sustainable development	<ul style="list-style-type: none"> – <i>At least 85 students enrolled in Ph.D., STEP and Diploma Programmes at ICTP</i> 	<ul style="list-style-type: none"> – <i>At least 85 students enrolled in Ph.D., STEP and Diploma Programmes at ICTP</i>

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
5. Number of universities which have established virtual science libraries and teacher training materials through open access	– At least 20 universities (exclusively through extrabudgetary funding)	– At least 20 universities (exclusively through extrabudgetary funding)

Expected Result 3: Interdisciplinary engineering research and education for sustainable development advanced and applied

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of universities in Member States which increased their awareness raising and capacity-building of engineering, number engaged in a global platform on engineering for sustainability agenda, and an action plan for engineering education for Africa developed with ministerial, academic professionals and industrial partners	– At least 2 universities in each of the regions: Arab States, Africa, Europe and North America, Latin America and the Caribbean, Asia and the Pacific	– At least 2 universities in each of the regions: Arab States, Africa, Europe and North America, Latin America and the Caribbean, Asia and the Pacific plus an additional two universities
2. Number of large-scale supported initiatives integrating innovative, interdisciplinary, multinational approaches to team-based research projects into the engineering curriculum	– Will not be implemented under this scenario	– Will not be implemented under this scenario
3. Number of alliances between supported youth-based engineering societies to promote leadership of young engineers in engineering for sustainable development	– Will not be implemented under this scenario	– Will not be implemented under this scenario
4. Number of Member States actively involved in gathering engineering data increased and percentage which have addressed challenges of “big data” in engineering education and research	– At least 2 countries in each of the regions: Arab States, Europe and North America, Latin America and the Caribbean and at least three countries in Asia and the Pacific and Africa	– At least 2 countries in each of the regions: Arab States, Europe and North America, Latin America and the Caribbean and at least four countries in Asia and the Pacific and Africa

Expected Result 4: Scientific understanding of ocean and coastal processes bolstered and used by Member States to improve the management of the human relationship with the ocean

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
<p>1. Number of international initiatives reinforcing the links between WCRP and IOC scientific priorities and programmes in activities of the WCRP projects and programmes</p>	<ul style="list-style-type: none"> – ¼ financial support to WCRP recommended by the IOC Assembly – Enhance IOC observation activities in Polar regions by supporting WCRP involvement in the International Polar Initiative 	<ul style="list-style-type: none"> – ¼ financial support to WCRP recommended by the IOC Assembly – Enhance IOC observation activities in Polar regions by supporting WCRP involvement in the International Polar Initiative
<p>2. (i) Number of international agreements on standards and methodologies established and implemented</p> <p>(ii) Increase in data sharing among the international carbon programmes and institutions</p>	<ul style="list-style-type: none"> – (i) Identification of biological parameters (best practice) necessary to observe the impact of ocean acidification, at 2 sites in LDCs and SIDS – (ii) Development and Implementation of a global ocean acidification data portal, combining biological, chemical and physical parameters – (iii) Publication of best practices guides, and implementation of methodologies by at least 10 national research institutions – (iv) Increase in ocean carbon data in the Surface Ocean CO2 database (SOCAT) by 15% at the end of 2015 	<ul style="list-style-type: none"> – (i) Identification of biological parameters (best practice) necessary to observe the impact of ocean acidification, NO implementation – (ii) Development and Implementation of a global ocean acidification data portal, combining biological, chemical and physical parameters – (iii) Publication of best practices guides, and implementation of methodologies by at least 10 national research institutions – (iv) Increase in ocean carbon data in the Surface Ocean CO2 database (SOCAT) by 15% at the end of 2015
<p>3. Continued and diversified Member State investment, sustaining implementation levels for in situ and space observations of the ocean for climate and weather</p>	<ul style="list-style-type: none"> – Member States leverage a basic level of coordinating services and strategic guidance for global-scale sustained ocean observations, focused on climate and ocean services requirements 	<ul style="list-style-type: none"> – Member States leverage a basic level of coordinating services and strategic guidance for global-scale sustained ocean observations, focused on climate and ocean services requirements

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
<p>4. Increased number of sustained observing requirements for Essential Ocean Variables (EOVs) defined and readiness assessments performed, including for geochemical, biological and ecosystem variables; and new observing networks for sustained observations of these variables integrated into GOOS and/or JCOMM</p>	<p>– <i>Integration of new parameters and observing networks focused on monitoring ocean health done by Member States in an opportunistic manner with basic core guidance</i></p>	<p>– <i>Integration of new parameters and observing networks focused on monitoring ocean health done by Member States in an opportunistic manner with basic core guidance</i> Participation of one new observing network for non-physical EOVs in GOOS</p>
<p>5. (i) Number of MS institutions sharing data and information through the IODE network of data centres and marine libraries</p> <p>(ii) number of data records available through OBIS and ODP portals, e-repository OceanDocs</p> <p>(iii) number of publications mentioning OBIS</p>	<p>– <i>Not less than 91 institutions participating in the IODE network and related portals</i></p> <p>– <i>(ii) records in the OBIS database increased to 42M; number of datasets in OceanDataPortal increased to 220; number of bibliographic records in the OceanDocs e-repository increased to 6,500</i></p> <p>– <i>(iii) 240 citations by the end of 2017</i></p>	<p>– <i>Not less than 94 institutions participating in the IODE network and related portals</i></p> <p>– <i>(ii) records in the OBIS database increased to 42M; number of datasets in OceanDataPortal increased to 230; number of bibliographic records in the OceanDocs e-repository increased to 7,000</i></p> <p>– <i>(iii) 250 citations by the end of 2017</i></p>
<p>6. Number of international scientific initiatives focusing on marine ecosystem functioning, and impacts of change and variability on ecosystem services, where national research institutions are participating</p>	<p>– <i>(i) Preparation of a global ecological assessment of shipbased time series – International Group for Marine Ecological Time Series</i></p> <p>– <i>(ii) Support research with regard to deoxygenation in the ocean</i></p> <p>– <i>At least 15 inter-comparable marine ecosystem assessments produced</i></p>	<p>– <i>(i) Preparation of a global ecological assessment of shipbased time series – International Group for Marine Ecological Time Series</i></p> <p>– <i>(ii) Support research with regard to deoxygenation in the ocean</i></p> <p>– <i>At least 15 inter-comparable marine ecosystem assessments produced</i></p>

Expected Result 5: Risks and impacts of ocean-related hazard reduced, climate change adaptation and mitigation measures taken, and policies for healthy ocean ecosystems developed and implemented by Member States

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
<p>1. (i) Member States engaged in harmonizing and standardizing monitoring and warning systems for coastal hazards in all four regions</p> <p>(ii) Member States, and in particular those most vulnerable to coastal hazards, having adopted harmonized mitigation and adaptation plans</p>	<ul style="list-style-type: none"> – (i) <i>Tsunami warning systems in 4 regions in process of harmonization and becoming interoperable</i> – (ii) <i>Member States of four regions participating to at least 2 workshops on coastal hazard assessments within an overall risk assessment, management and mitigation framework implemented</i> 	<ul style="list-style-type: none"> – (i) <i>Tsunami warning systems in 4 regions in process of harmonization and becoming interoperable</i> – (ii) <i>Member States of four regions participating to at least 2 workshops on coastal hazard assessments within an overall risk assessment, management and mitigation framework implemented</i>
<p>2. Number of international scientific and capacity enhancing initiatives on improved monitoring and management of (i) harmful algal bloom events and their impacts, (ii) nutrient loading, and where national research institutions are participating</p>	<ul style="list-style-type: none"> – <i>strong participation of Member States in at least 6 capacity enhancing activities implemented</i> – <i>at least 35 national research institutions participating in the implementation of IOC science activities</i> – <i>at least 4 expert/science workshops advancing international research</i> 	<ul style="list-style-type: none"> – <i>strong participation of Member States in at least 6 capacity enhancing activities implemented</i> – <i>at least 35 national research institutions participating in the implementation of IOC science activities</i> – <i>at least 4 expert/science workshops advancing international research</i>
<p>3. Number of Member States benefiting from improved capacity for operational ocean forecast systems</p>	<ul style="list-style-type: none"> – <i>Publication of the guide to operational ocean forecast system</i> 	<ul style="list-style-type: none"> – <i>Publication of the guide to operational ocean forecast systems</i>
<p>4. Number of students having acquired capacity related to EWS, mitigation and adaptation through the OceanTeacher training platform</p>	<ul style="list-style-type: none"> – <i>150 students</i> 	<ul style="list-style-type: none"> – <i>170 students</i>
<p>5. Number of Member States having acquired the capacity to conduct marine assessments and contributing to regional and global ocean related assessments such as the World Ocean Assessment, IPBES and IPCC</p>	<ul style="list-style-type: none"> – <i>At least 10 Member states from two regions</i> 	<ul style="list-style-type: none"> – <i>At least 12 Member states from two regions</i>

Expected Result 6: Member States' institutional capacities reinforced and applied to protect and sustainably manage ocean and coastal resources

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of Member States that implement work plans (priorities set based on needs and available resources) of governing and subsidiary bodies	<ul style="list-style-type: none"> – At least 50% of IOC Member States from IOCARIBE, WESTPAC and IOCAFRICA participating in their respective regional subsidiary meetings and related implementation of workplans 	<ul style="list-style-type: none"> – At least 60% of IOC Member States from IOCARIBE, WESTPAC and IOCAFRICA participating in their respective regional subsidiary meetings and related implementation of workplans
2. Number of countries using IOC's ecosystem based management guidelines and coastal hazards/ climate change adaptation tools in the development, management and evaluation of their national programmes	<ul style="list-style-type: none"> – At least 22 countries applying IOC guidelines to manage their coastal and marine areas – At least 16 countries participating in the formulation and implementation of regional interventions on coastal hazards/climate spatial planning in one regions 	<ul style="list-style-type: none"> – At least 25 countries applying IOC guidelines to manage their coastal and marine areas – At least 18 countries participating in the formulation and implementation of regional interventions on coastal hazards/climate spatial planning in one regions – One international conference on the state of the art in Marine Spatial Planning

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
<p>3. Number of trained scientists using their skills to support national authorities</p>	<ul style="list-style-type: none"> - <i>IODE and OBIS: (i) not less than 355 students trained in subjects related to IODE and OBIS</i> - <i>(ii) Approx. four publications published by course students and referring to IODE or OBIS</i> - <i>TMT: cannot be implemented</i> - <i>IOCAFRICA: (i) no African summer schools; (ii) no support to UNESCO Chairs; (iii) no assistance provided to OTGA RTCs.</i> - <i>IOCARIBE: ((i) summer schools NOT organized; (ii) no assistance provided to OTGA RTCs.</i> - <i>WESTPAC: very few RTRCs established, possibly no courses organized</i> 	<ul style="list-style-type: none"> - <i>IODE and OBIS: (i) not less than 360 students trained in subjects related to IODE and OBIS</i> - <i>(ii) Approx. four publications published by course students and referring to IODE or OBIS</i> - <i>TMT: cannot be implemented</i> - <i>IOCAFRICA: (i) no African summer schools; (ii) no support to UNESCO Chairs; (iii) no assistance provided to OTGA RTCs.</i> - <i>IOCARIBE: (i) summer schools NOT organized; (ii) no assistance provided to OTGA RTCs.</i> - <i>WESTPAC: very few RTRCs established, possibly no courses organized</i>
<p>4. Number of Countries participating and contributing information to the Global Ocean Science Report (GOSR) (extrabudgetary funds only)</p>	<ul style="list-style-type: none"> - <i>No quantitative bibliometric analysis to observe developments in science</i> - <i>No analysis of networks and scientific regional cooperation</i> - <i>Qualitative information retrieved from the ad hoc survey</i> - <i>At least 30 countries responding to the IOC survey on national ocean science capacity</i> 	<ul style="list-style-type: none"> - <i>No quantitative bibliometric analysis to observe developments in science</i> - <i>No analysis of networks and scientific regional cooperation</i> - <i>Qualitative information retrieved from the ad hoc survey</i> - <i>At least 30 countries responding to the IOC survey on national ocean science capacity</i>

Expected Result 7: Global cooperation in the ecological and geological sciences expanded

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Percentage of developing Member States that have scientists actively engaged in N-S and S-S cooperation through IGCP projects focused on key thematic areas of geohazards, use of mineral resources and climate change.	– 45% of Member States that have participating scientists in IGCP projects are developing countries	– At least 50% of scientists from developing countries
2. The number of Member States that have institutes contributing to the Earth Science Initiative in Africa developed through the Africa Network of Earth Science Institutes (ANESI)	– At least 20 additional Member States	– At least 20 additional Member States
3. Number of Member States which have integrated Earth science in school curricula.	– At least 1 country	– At least 1 country
4. The number of Member States with Global Geoparks	– At least 15 Member States with new Global Geoparks created with targeted development of new Global Geoparks in regions of the world currently under-represented	– At least 20 Member States with new Global Geoparks created with targeted development of new Global Geoparks in regions of the world currently under-represented

Expected Result 8: Risk reduction improved, early warning of natural hazards strengthened and disaster preparedness and resilience enhanced

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of new partnerships established by supported Member States to advocate the importance of DRR	– At least four new partnerships established at global and regional levels	– At least four new partnerships established at global and regional levels
2. Number of supported Members States which have enhanced resilience and increased capacity in DRR	– At least 40 countries, out of which at least seven in Africa	– At least 40 countries, out of which at least seven in Africa
3. Number of networks established/strengthened at global, regional and national levels through scientific and technical information sharing sessions	– At least 5 networks strengthened/established	– At least 5 networks strengthened/established

Expected Result 9: Use of biosphere reserves as learning places for equitable and sustainable development and for climate change mitigation and adaptation strengthened

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of new biosphere reserves (BR) joining the UNESCO World Network of BR (WNBR), a network of sustainable development learning sites	– At least 50 new (BR) created, three of them transboundary, particularly in developing countries or LDCs	– At least 50 new (BR) created, three of them transboundary, particularly in developing countries or LDCs
2. Percentage of supported BR that have implemented the recommendations of the Madrid Action Plan and function according to Seville Strategy principles and statutory framework criteria	– At least 80% of all pre-Seville BR transformed and remaining sites supported by UNESCO projects in order to achieve this goal	– At least 80% of all pre-Seville BR transformed and remaining sites supported by UNESCO projects in order to achieve this goal
3. Percentage of supported Member States which have developed and implemented an action plan in support of the MAB Strategy (2014-2021) and a new strategy document for the MAB Programme and its WNBR (2015-2025) approved by the MAB International Coordinating Council (ICC) in 2015	– At least 50% of Member States support 2014-21 Strategy – Approval of draft strategy document by the MAB ICC at its 26th Session (2014) and 27th Session (2015)	– At least 50% of Member States support 2014-21 Strategy – Approval of draft strategy document by the MAB ICC at its 26th Session (2014) and 27th Session (2015)
4. Number of research programmes/ projects conducted in BR promoting sustainability science and sustainable development	– At least 1 research programme/ project by region or thematic network	– At least 1 research programme/ project by region or thematic network

Expected Result 10: Responses to local, regional and global water security challenges strengthened

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of supported institutions which have developed research and training programmes on floods and drought risk management related to climatic extremes	– At least 20 institutions in three regions	– At least 20 institutions in three regions

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
2. Member States have improved groundwater and river basin governance at local, national and transboundary levels	<ul style="list-style-type: none"> – 10 Member States participating in the groundwater monitoring network (GGMN) – 30 Member States applied the methodology for the transboundary aquifers assessment 	<ul style="list-style-type: none"> – 11 Member States participating in the groundwater monitoring network (GGMN) – 25 Member States applied the methodology for the transboundary aquifers assessment
3. Number of Member States benefiting from innovative tools and approaches which have addressed water scarcity and quality	– At least 60 Member States in all regions	– Of the 60 Member States at least five come from Arab States and five from Africa
4. Number of supported urban areas which have developed innovative and integrated approaches to water management	– At least 50 urban areas	– At least 50 urban areas
5. Number of supported Member States which have applied guidelines of and contributed to the Integrated Water and Ecosystems Resource Management	– At least 5 Member States	– At least 6 Member States
6. Number of supported Member States which have strengthened water education approaches at all levels for water security	<ul style="list-style-type: none"> – At least 35 Member States, particularly in Africa – At least one network of water and mass media professionals 	<ul style="list-style-type: none"> – At least 35 Member States, particularly in Africa – At least one network of water and mass media professionals

Expected Result 11: Knowledge, innovation, policies and human and institutional capacities for water security strengthened through improved international cooperation

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of resolutions aimed at supporting Member States to enhance water governance through cooperation mechanisms at the national, regional and international levels	– 8 IHP resolutions adopted by the IHP Council	– 8 IHP resolutions adopted by the IHP Council

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
2. Number of students graduated or professionals trained through the UNESCO water family at the primary, secondary bachelor, master and Ph.D. levels or postgraduate or non-formal courses with skills to address water security challenges and number of technicians trained to assist in water services and infrastructure	– <i>At least 1,500 notably from developing countries, of whom at least 30% are women</i>	– <i>At least 1,500 notably from developing countries, of whom at least 30% are women</i>
3. Number of water-related global assessments with data relevant for policy makers	<ul style="list-style-type: none"> – <i>At least 3 World Water Development Reports and associated case studies delivered by the UNESCO-led WWAP on water security themes</i> – <i>At least 300 citations to the WWDR in scientific and non-scientific publications</i> 	<ul style="list-style-type: none"> – <i>At least 3 World Water Development Reports and associated case studies delivered by the UNESCO-led WWAP on water security themes</i> – <i>At least 300 citations to the WWDR in scientific and non-scientific publications</i>
4. Number of UNESCO water family institutions actively engaged in a comprehensive global framework to reinforce synergies among them on water science, education and innovation	– <i>At least 20 institutions in all regions</i>	– <i>At least 22 institutions</i>
5. Number of experts contributing to improve the analysing and synthesising of scientific and technological information to support decisions by policy-makers and the curricular content	– <i>100 experts reviewing literature to produce policy relevant information (pending mobilization of extrabudgetary funding)</i>	– <i>100 experts reviewing literature to produce policy relevant information (pending mobilization of extrabudgetary funding)</i>

Global Priority Gender Equality

Expected result 1: Women's capacities in UNESCO's scientific domains strengthened including through women scientists as role models and mentors to female students and young scientists promoted

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of female students and young scientists receiving mentoring as a result of UNESCO activities	– At least 250 students	– At least 350 students

Expected result 2: Networks of women scientists in various scientific domains and regions strengthened, including through UNESCO-UNITWIN Chairs

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of existing networks of women in science strengthened	– At least 10 networks	– At least 10 networks
2. Number of new networks working on women in science	– At least 3 networks	– At least 3 networks

Expected result 3: Sex-disaggregated data determined, measured and assessed, and an inventory of policy instruments that affect gender equality in science undertaken

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Inventory and gap analysis of STEM policy instruments and gender indicators	– 1 inventory	– 1 inventory
2. Number of Member States which undertake surveys on STEM policy instruments to promote gender equality	– 30 countries	– 30 countries

Expected result 4: Effective participation of women in high-level processes shaping the science agenda and science policies promoted

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Percentage of women participants in UNESCO-led scientific conferences, meetings and in science policy workshops	– 40%	– 40%
2. Percentage of women named by UNESCO to high level scientific committees	– 40%	– 40%

Global Priority Africa

Flagship 3: Harnessing STI and knowledge for the sustainable socio-economic development of Africa

Expected result 1: Establishment of national innovation systems undertaken and linked to STI policies and related governance and monitoring structures

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of supported countries which have STI policies formulated and implemented	– <i>At least 10 countries</i>	– <i>At least 10 countries</i>
2. Number of African countries participating in STIGAP and GO-SPIN initiatives	– <i>At least 10 new African countries included in the GO-SPIN platform</i>	– <i>At least 10 new African countries included in the GO-SPIN platform</i>

Expected result 2: UNESCO-affiliated networks, and networks of African institutions strengthened to provide leadership and guidelines on pertinent and strategic issues in all the areas of UNESCO’s mandate in science

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of supported networks engaged in policy dialogue at regional level	– 4 regional networks actively engaged in policy dialogue	– 4 regional networks actively engaged in policy dialogue
2. Number of policy briefs prepared by supported African-based networks on knowledge production and knowledge-related policies for Africa	– At least 2 policy briefs produced per year and disseminated in Africa	– At least 2 policy briefs produced per year and disseminated in Africa
3. Number of countries and/or regional entities developing and implementing renewable energy policies	– At least 4 Member States and/or regional entities	– At least 4 Member States and/or regional entities

Expected result 3: Institutional and human capacities strengthened to build skills in technological forecasting, evaluation, negotiation, acquisition, transfer, distribution, internalization and basic knowledge in the management of STI systems

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of supported African Higher Education institutions introducing new or improved STI curricula and research programmes for Africa	– 10 African universities assisted with STI-related curricula development and research programmes – 3 universities in Africa revising their engineering and ICT activities	– 10 African universities assisted with STI-related curricula development and research programmes – 3 universities in Africa revising their engineering and ICT activities
2. Number of supported Member States which have improved the use and management of renewable energy sources	– At least 8 countries	– At least 8 countries
3. Number of African experts specialized in technology transfer and management of technologies	– Several workshops held and at least 200 African experts specialized in technology transfer and management of technologies	– Several workshops held and at least 200 African experts specialized in technology transfer and management of technologies

Expected result 4: South-South and North-South cooperation in STI policy and capacity-building among African and other developed and developing countries enhanced

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of supported African research institutions and African experts involved in collaboration with other developing countries (ICTP, TWAS, etc.)	– 16 additional STI institutions in Africa having operational South-South and North-South collaborative programmes	– 16 additional STI institutions in Africa having operational South-South and North-South collaborative programmes
2. Number of new joint research projects between Africa and partners from developed countries	– At least 10 new joint research projects established	– At least 10 new joint research projects established
3. Number of assisted African Member States with STI policies developed/ reviewed	– At least 6 training activities developed	– At least 6 training activities developed
4. Number of assisted African Member States with STI policies developed/ reviewed	– At least 8 countries in Africa	– At least 8 countries in Africa

Expected result 5: Mathematics and physics hubs created for African young talent with an emphasis on women scientists

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. At least six training activities developed	– 2 centres and 2 Chairs established	– 2 centres and 2 Chairs established
2. Mathematical model developed for sea level rise in the Gulf of Guinea and regional climate change issues	– One model developed and operational	– One model developed and operational
3. Number of training opportunities developed for talented African students	– 6 training programmes developed	– 6 training programmes developed
4. Gender parity improved in the training programmes	– At least 45% of trainees are women	– At least 45% of trainees are women
5. Number of activities with different partners ensuring participation of women and youth	– At least 4 activities implemented	– At least 4 activities implemented

Expected result 6: Culture of innovation and science and technology promoted by mobilizing knowledge resources

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of science parks and technology business incubators (TBI) provided with technical assistance	– At least 2 provided with technical assistance	– At least 2 provided with technical assistance
2. Number of training workshops organized	– At least 4 initiatives	– At least 4 initiatives

Expected result 7: Member States empowered in building inclusive knowledge societies, creating the conditions for sustainable development and peace by promoting and using multilingualism in cyberspace, universal access and preservation of information, enhanced information and communication technologies (ICTs) skills, and open solutions (through the contribution of MP V)

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of Member States formulating Policy Frameworks and taking concrete measures on Universal Access to Information and knowledge using ICTs, mobile devices, Open Solutions with special emphasis on teachers, learners, researchers, information professionals and/or scientists	<ul style="list-style-type: none"> – At least 3 Member States adopting national or regional policies including through the enhanced capacities of national institutions, as well as global fora in the areas of Open Educational Resources (OER), Open Access (OA), Free and Open Source Software (FOSS), Open Data, and Information Accessibility – 2 self-directed learning courses on OA developed and 100 OA managers, students and other stakeholders trained – Information and ICT accessibility training resources in OER format developed and tested 3 national education institutions – Indicators for Competency Assessment for teachers tested in 1 pilot Member State 	<ul style="list-style-type: none"> – At least 4 Member States adopting national or regional policies including through the enhanced capacities of national institutions, as well as global fora in the areas of Open Educational Resources (OER), Open Access (OA), Free and Open Source Software (FOSS), Open Data, and Information Accessibility – 2 self-directed learning courses on OA developed and 200 OA managers, students and other stakeholders trained – Information and ICT accessibility training resources in OER format developed and tested 4 national education institutions – Indicators for Competency Assessment for teachers tested in 1 pilot Member State

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
2. Number of Member States implementing national policies for universal access to information and knowledge and provisions contained in the normative instrument	– At least 2 Member States adopting information and ICT accessibility policies	– At least 2 Member States adopting information and ICT accessibility policies
3. Recommendation concerning the Promotion and Use of Multilingualism and Universal Access to Cyberspace	<ul style="list-style-type: none"> – At least 3 Member States submitting reports on measures taken for the implementation of the Recommendation concerning the Promotion and Use of Multilingualism and Universal Access to Cyberspace – At least 2 OA best practices researched and published 	<ul style="list-style-type: none"> – At least 4 Member States submitting reports on measures taken for the implementation of the Recommendation concerning the Promotion and Use of Multilingualism and Universal Access to Cyberspace – At least 2 OA best practices researched and published
4. Number of teachers effectively harnessing ICT in their professional practice to promote quality learning environments	– At least 2 Teacher Education Institutions using the ICT Competency Framework for Teachers (ICT CFT)	– At least 3 Teacher Education Institutions using the ICT Competency Framework for Teachers (ICT CFT)
5. Policy support initiatives for open distance, flexible and online (e-learning) education capitalizing on open solutions	– At least 1 policy support and self-directed learning tool for open distance, flexible and online (e-learning) learning developed	– At least 1 policy support and self-directed learning tool for open distance, flexible and online (e-learning) learning developed

Expected result 8: Increased participation and active contribution of young Africans in the resolution of issues of local sustainable development and livelihood, through the development of dynamic mobile applications (through the contribution of MP V)

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. African girls and boys received relevant, high quality and motivating training at the local level, providing mentoring for the development of mobile phone applications	– At least 500 girls and boys fully trained developing applications for sustainable development and using open licence OER training materials	– At least 800 girls and boys fully trained developing applications for sustainable development and using open licence OER training materials

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
	<ul style="list-style-type: none"> - <i>First compilation of African and global competitions for mobile applications in order to provide incentives and means for learners to submit applications</i> - <i>The top ten applications highlighted at international events such as NetExplo</i> - <i>Partnerships developed with mobile device manufacturers and software developers, network providers and schools</i> 	<ul style="list-style-type: none"> - <i>First compilation of African and global competitions for mobile applications in order to provide incentives and means for learners to submit applications</i> - <i>The top ten applications highlighted at international events such as NetExplo</i> - <i>Partnerships developed with mobile device manufacturers and software developers, network providers and schools</i>

Expected result 9: Preservation of documentary heritage for enhanced access to knowledge through Memory of the World (with the contribution of MP V)

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
<p>1. Safeguarding, preservation and accessibility of Information and documentary heritage enhanced in Member States, including through the implementation of normative instruments</p>	<ul style="list-style-type: none"> - <i>At least 2 new inscriptions on the Memory of the World Register</i> - <i>At least 1 new National Memory of the World Committees set up and operational</i> - <i>New online platform “UNESCO World atlas of Languages” launched, community of practice established, monitoring capacities of at least 1 national language institutions enhanced, and global advocacy ensured of the normative instruments recommendations</i> - <i>At least 1 new digital library services established by Member States institutions</i> 	<ul style="list-style-type: none"> - <i>At least 3 new inscriptions on the Memory of the World Register</i> - <i>At least 1 new National Memory of the World Committees set up and operational</i> - <i>New online platform “UNESCO World atlas of Languages” launched, community of practice established, monitoring capacities of at least 1 national language institutions enhanced, and global advocacy ensured of the normative instruments recommendations</i> - <i>At least 1 new digital library services established by Member States institutions</i>

Flagship 4: Fostering science for the sustainable management of Africa’s natural resources and disaster risk reduction

Expected result 1: African Member States’ needs for scientific knowledge and capacity development in ocean science, ocean observation, ocean hazard mitigation and data management addressed

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of countries participating in contributing to the review of the proposal relating to the Global Ocean Science Report	– <i>To be determined based on the results of the review and the subsequent Executive Council decision</i>	– <i>To be determined based on the results of the review and the subsequent Executive Council decision</i>
2. Percentage of marine scientists in each Member State from the region	– <i>Additional 3% increase</i>	– <i>Additional 3% increase</i>
3. Percentage of scientists using expertise acquired through Ocean Teacher in their work	– <i>25% of the experts trained through Ocean Teacher will report that they use the expertise acquired in their daily work</i>	– <i>25% of scientists using expertise acquired through Ocean Teacher in their work</i>

Expected result 2: Capacity in Africa improved to manage geological resources

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
4. Number of African earth science institutions producing graduates with geology and other earth science expertise including environmental management for the mineral resource sector in Africa	– <i>At least 15 African earth science institutions set up</i>	– <i>At least 15 African earth science institutions set up</i>
5. Number of Member States engaged in societal use of Earth sciences knowledge as a tool for sustainable development, including geological heritage	– <i>2 more Member States</i>	– <i>2 more Member States</i>

Expected result 3: UNESCO network of internationally designated sites expanded to foster sustainable socio-economic development including transboundary sites which successfully manage shared water and/or ecosystem resources

<i>Performance indicators</i>	<i>Targets 2017</i>	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of UNESCO designated sites (natural World Heritage sites, biosphere reserves [BRs]) and possible future Geoparks that have taken steps towards sustainable development particularly by formulating and implementing green and blue economic activities	– <i>At least 15 sites</i>	– <i>At least 15 sites</i>
2. Number of African countries taking steps to create and jointly manage transboundary BRs and natural World Heritage sites	– <i>At least 3 countries</i>	– <i>At least 3 countries</i>
3. Number of transboundary river basins involved in the Water for Peace in Africa Programme	– <i>At least 5</i>	– <i>At least 5</i>

Expected result 4: African management of fresh water improved and made more secure with specific attention to water-related challenges including droughts, floods, infrastructure design and management, and urbanization

<i>Performance indicators</i>	<i>Targets 2017</i>	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of African Member States that have used new tools, standards, or guidelines for addressing global change, water, disaster risk reduction, and related challenges	– <i>At least 10 countries</i>	– <i>At least 11 countries</i>
2. Number of countries involved in the Africa Water Capacity-building Programme	– <i>At least 15</i>	– <i>At least 15</i>

Expected result 5: African Member States with enhanced capacity in assessing risk and providing early warning of natural hazards and integrating disaster risk reduction into national plans

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Harmonized and standardized monitoring and warning systems for coastal hazards cover African coasts	– 1 system	– 1 system
2. Number of supported countries with enhanced resilience and increased capacity in disaster risk reduction through knowledge generation/ dissemination, training, tools and advocacy	– At least 10	– At least 10

Expected result 6: Joint initiatives among indigenous and scientific knowledge holders established to co-produce knowledge to meet the challenges of global climate change

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of SIDS countries with climate adaptation STI policies for sustainability	– At least 3 SIDS	– At least 3 SIDS
2. Number of indigenous pastoralist communities able to document and share their knowledge related to climate change adaptations	– 4 communities trained to document and share	– 4 communities trained to document and share

Major Programme III

Social and human sciences

Main Line of Action/Expected result (ER)	Budgetary priority ⁽¹⁾	ZNG Expenditure Plan (\$507M)				Reinforcement	ZNG+ Expenditure Plan (\$518M)				Extra-budgetary resources ⁽²⁾
		Operational budget	Staff budget	Total	Funding % vis-à-vis \$653M		Operational budget	Staff budget	Total	Funding % vis-à-vis \$667M	
		\$	\$	\$	%	\$	\$	\$	\$	%	\$
MLA 1 Mobilizing future-oriented research, knowledge and policy-making to support social transformations, social inclusion and intercultural dialogue		2 283 500	8 104 800	10 388 300	67%	518 400	2 801 900	8 104 800	10 906 700	67%	6 872 500
ER1 Future-oriented social science and humanities research on social transformations and intercultural dialogue enhanced through the uses of sustainability science as well as fully inclusive Human rights-based and gender-sensitive initiatives to strengthen national social science policy and international scientific cooperation	A	842 400	3 076 900	3 919 300	84%	192 400	1 034 800	3 076 900	4 111 700	84%	–
ER2 Initiatives based on Human rights approach in education, culture, the sciences, communication and information developed that support social transformations for the emergence of more inclusive societies and greater intercultural dialogue	B/C	526 200	1 494 900	2 021 100	41%	103 000	629 200	1 494 900	2 124 100	41%	–
ER3 Capacities of decision-makers, civil society organizations and other key stakeholders strengthened, to design and implement innovative proposals for the development of public policies in favour of social inclusion and intercultural dialogue, particularly targeting disadvantaged populations	A	914 900	3 533 000	4 447 900	75%	223 000	1 137 900	3 533 000	4 670 900	75%	6 872 500
MLA2 Empowering Member States to manage the ethical, legal, environmental and societal implications of scientific and technological challenges with a view to achieving inclusive and sustainable social development		1 468 900	3 857 800	5 326 700	80%	266 700	1 735 600	3 857 800	5 593 400	80%	500 500
ER4 Capacities of Member States strengthened to manage bioethical challenges and engage fully in debates on bioethics and on identification of the ethical, legal and social implications of cutting-edge science, emerging technologies and their application for sustainable development	A/C	1 468 900	3 857 800	5 326 700	80%	266 700	1 735 600	3 857 800	5 593 400	80%	500 500

(1) Budgetary priority level indicated in the prioritization ranking of the \$507M Expenditure Plan 2014-2015, as outlined in the Annex of 5 X/EX Decision 2 and 37 C/6.

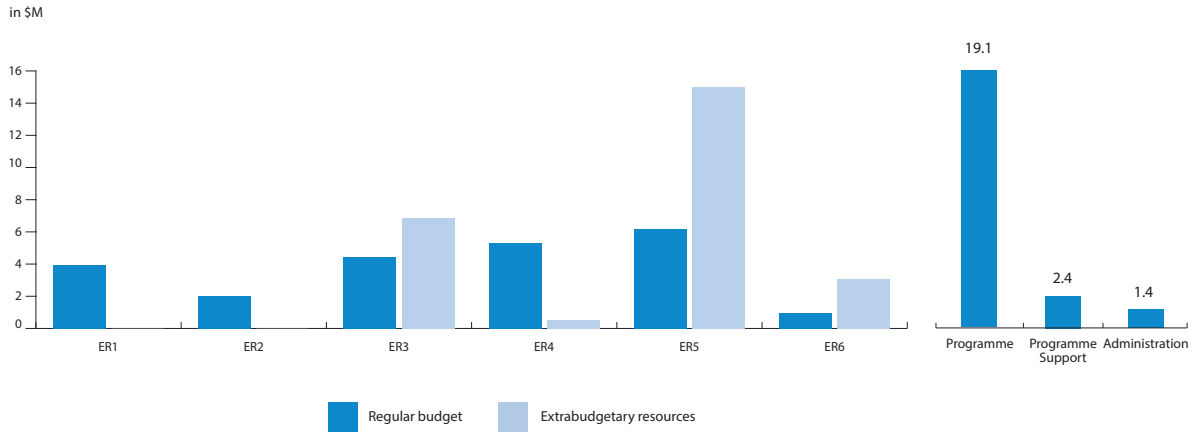
(2) Projects to be implemented in 2016-2017 for which funds have been received or firmly committed, plus posts financed from Programme Support Costs (PSC) account.

Main Line of Action/Expected result (ER)	Budgetary priority ⁽¹⁾	ZNG Expenditure Plan (\$507M)				Reinforcement	ZNG+ Expenditure Plan (\$518M)				Extra-budgetary resources ⁽²⁾
		Operational budget	Staff budget	Total	Funding % vis-à-vis \$653M		Operational budget	Staff budget	Total	Funding % vis-à-vis \$667M	
		\$	\$	\$	%	\$	\$	\$	\$	%	\$
MLA3 Building policies through a participatory process with stakeholders in both the fields of youth and of sports; supporting youth development and civic engagement		1 598 000	5 566 300	7 164 300	63%	360 100	1 958 100	5 566 300	7 524 400	63%	18 046 100
ER5 Capacities of Member States strengthened to design and implement multi-stakeholder and inclusive public youth policies and young women and men engaged in community building and democratic processes	B	1 388 800	4 790 900	6 179 700	64%	309 700	1 698 500	4 790 900	6 489 400	65%	14 979 000
ER6 Multi-stakeholder and inclusive public policies designed and implemented by Member States in the field of physical education, sports and anti-doping	B	209 200	775 400	984 600	56%	50 400	259 600	775 400	1 035 000	56%	3 067 100
Total, Major Programme III		5 350 400	17 528 900	22 879 300	68%	1 145 200	6 495 600	17 528 900	24 024 500	69%	25 419 100

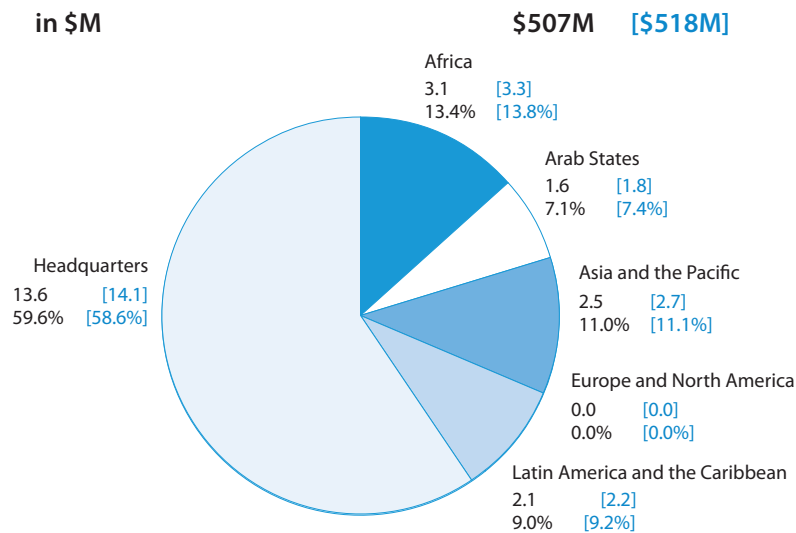
(1) Budgetary priority level indicated in the prioritization ranking of the \$507M Expenditure Plan 2014-2015, as outlined in the Annex of 5 X/EX Decision 2 and 37 C/6.

(2) Projects to be implemented in 2016-2017 for which funds have been received or firmly committed, plus posts financed from Programme Support Costs (PSC) account.

Total resources (staff and operational budget) Regular Programme and Extrabudgetary by result and Regular Programme breakdown by RBB categories (Programme/ Programme Support/Administration) for 38 C/5 Draft ZNG Expenditure Plan (\$507M)



Distribution of Regular Programme resources by Region and Headquarters (staff and operational budget) for Draft 38 C/5 Expenditure Plans (\$507M and \$518M)



Indicative Sector's contribution to Global Priorities

	Priority Africa		Priority Gender Equality	
	\$	%	\$	%
\$507M Expenditure Plan	1 068 300	20.0	1 517 500	28.4
\$518M Expenditure Plan	1 313 400	20.2	1 862 600	28.7

Major Programme III – Social and human sciences

According to the indicative budget envelopes, MP III would operate with an overall budget of \$22,879,300 under the expenditure plan at \$507M, or \$24,024,500 if the expenditure plan at \$518M is approved. Overall, the \$507 million expenditure plan would allow a very limited coverage of programme activities. Despite increased efforts at decentralization in the scenarios, policy advice and related capacity development, mostly undertaken at national level, would greatly be downscaled under lower budget scenarios. Nevertheless, the additional amount of \$1,145,200 (under \$518M) will be used in full to strengthen operational activities in the Field, while staff costs will be maintained at \$17,528,900 under both plans.

Beyond the overall improved ratio of operational activity vs staff costs, global priorities are reinforced. Decentralization to Africa is enhanced, both in terms of activity budgets and staff positions in the multisectoral regional offices. Commitment to addressing gender equality across its programme activities will be maintained.

The draft 38 C/5 proposal improves the decentralization of the total operational budget of the \$507M Expenditure Plan to at least 56.6% instead of 50%. Africa receives the greatest share (20.8%), while Arab States, Asia and Pacific, and Latin America & the Caribbean will each get a share of 12.2% of the operational budget.

The following tables present the Performance indicators and related adjusted 2017 targets for MP III expected results under each of the \$507M and \$518M expenditure plans:

Expected Result 1: Future-oriented social science and humanities research on social transformations and intercultural dialogue enhanced through the uses of sustainability science as well as fully inclusive human rights-based and gender-sensitive initiatives to strengthen national social science policy and international scientific cooperation

<i>Performance indicators</i>	<i>Targets 2017</i>	
	<i>38 C/5 Expenditure Plan \$507M</i>	<i>38 C/5 Expenditure Plan \$518M</i>
1. Improved interdisciplinary social science and humanities cooperation through a strengthened MOST programme	<i>– Established MOST Liaison Committees to cover at least 50 countries</i>	<i>– Established MOST Liaison Committees to cover at least 50 countries</i>

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
2. Innovative interdisciplinary research programming at national level in areas related to social transformations, social inclusion and intercultural dialogue	<ul style="list-style-type: none"> – Established partnership with at least one national network through the MOST Liaison committees in each region to foster engagement of national research communities in an integrated and anticipatory manner, aiming to involve at least 4 international research networks under the aegis of MOST with funding from national and international research programmes 	<ul style="list-style-type: none"> – Established partnership with at least one national network through the MOST Liaison committees in each region to foster engagement of national research communities in an integrated and anticipatory manner, aiming to involve at least 4 international research networks under the aegis of MOST with funding from national and international research programmes
3. Inclusive international dialogue around alternative futures promoted through mobilization of foresight techniques, critical philosophical thinking and social innovation	<ul style="list-style-type: none"> – At least four initiatives including the celebration of World Philosophy Day 	<ul style="list-style-type: none"> – Annual celebration of World Philosophy Day. – Organization of 2017 World Humanities Conference

Expected Result 2: Initiatives based on Human rights approach in education, culture, the sciences, communication and information developed that support social transformations for the emergence of more inclusive societies and greater intercultural dialogue

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of initiatives undertaken, preferably addressing the challenges regarding the post-2015 agenda	<ul style="list-style-type: none"> – 3 initiatives in coordination with other Major Programmes 	<ul style="list-style-type: none"> – 3 initiatives in coordination with other Major Programmes
2. Human rights mainstreamed across UNESCO programmes with priority given to programming in UNDAF rollout and PCPD countries	<ul style="list-style-type: none"> – two sectors/departments of UNESCO apply HRBA in their workplans and in elaborating UNESCO Country Programming Documents (UCPD) – Increase in the references made to human rights principles and standards in relevant workplans, reports, UCPDs and UPR analytical recommendations – 1 HRBA module designed 	<ul style="list-style-type: none"> – The HRBA module to be designed under the \$507M scenario will be tested with focus on Africa and adapted for online use

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
3. Enhanced coordination of UNESCO's contribution to the United Nations Development Group human rights mainstreaming mechanism and other interagency mechanisms.	<ul style="list-style-type: none"> - 30 UPR analytical submissions to the High Commissioner of Human Rights - Increase in references made to UNESCO and its mandate in joint documents produced by interagency mechanisms 	<ul style="list-style-type: none"> - 30 UPR analytical submissions to the High Commissioner of Human Rights - Increase in references made to UNESCO and its mandate in joint documents produced by interagency mechanisms

Expected Result 3: Capacities of decision-makers, civil society organizations and other key stakeholders strengthened, to design and implement innovative proposals for the development of public policies in favour of social inclusion and intercultural dialogue, particularly targeting disadvantaged populations

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Methodological instruments relying on available tools and good practices identified and online interactive modules developed to assess levels of inclusiveness and social sustainability of public policy and regulatory frameworks drawing upon recommendations of human rights monitoring mechanisms, including the Universal Periodic Review, in UNESCO's areas of competence	<ul style="list-style-type: none"> - State of the art study or publication of methodologies developed or adapted for measuring social inclusion to guide policy formulation done in collaboration with partners and in-kind contribution 	<ul style="list-style-type: none"> - Following the publication of the State of the art study, initiatives to guide policy formulation in collaboration with partners launched in at least 2 regions. - An online policy tool tested in one field office in Africa
2. National and/or municipal policy assessments having integrated a gender equality dimension and putting forward social inclusiveness policy recommendations conducted in a coordinated and participatory manner, and roadmaps for policy formulation or reform endorsed by the authorities	<ul style="list-style-type: none"> - Social policies assessment and review carried out, applying foresight, in at least 10 countries at national or municipal level, including support to UNDAF and UNESCO Country Programming Documents (UCPD) outcomes on social inclusion to ensure their inclusiveness, operating preferably with MOST Liaison Committees and UNESCO Chairs 	<ul style="list-style-type: none"> - Building on the regional policy assessment and reviews carried out at national or municipal level, Capacity strengthening initiatives for stakeholders, including in collaboration with the MOST Programme, on the formulation and design of inclusive public policies organized in at least 2 selected regions

Expected Result 4: Capacities of Member States strengthened to manage bioethical challenges and engage fully in debates on bioethics and on identification of the ethical, legal and social implications of cutting-edge science, emerging technologies and their application for sustainable development

<i>Performance indicators</i>	<i>Targets 2017</i>	
	<i>38 C/5 Expenditure Plan \$507M</i>	<i>38 C/5 Expenditure Plan \$518M</i>
1. Number of supported countries which have established and/or reinforced their bioethics capacities	<ul style="list-style-type: none"> – 6 countries – 8 capacity-building trainings for ethics teacher and/or national bioethics committees (Assisting Bioethics Committee and Ethics Education Program frameworks). – 2 National Bioethics Committees established 	<ul style="list-style-type: none"> – 6 countries – 8 capacity-building trainings for ethics teacher and/or national bioethics committees (Assisting Bioethics Committee and Ethics Education Program frameworks) – 2 National Bioethics Committees established. – 1 network of ABCs established and supported in Africa region – Update of Core Curriculum published
2. Number of reports with specific policy guidance produced as a result of global reflections on the ethical, legal and social implications of science and technology, with particular emphasis on bioethics	<ul style="list-style-type: none"> – 3 Reports, each taking into account Human Rights and Gender Equality perspectives – IBC: 2 – COMEST: 1 	<ul style="list-style-type: none"> – 3 Reports, each taking into account Human Rights and Gender Equality perspectives – IBC: 2 – COMEST: 1

Expected Result 5: Capacities of Member States strengthened to design and implement multi-stakeholder and inclusive public youth policies and young women and men engaged in community building and democratic processes

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
<p>1. Number of supported Member States that initiate a multistakeholder and inclusive process of formulation and/or review of their public policies on youth, including a gender equality dimension, with the participation of young women and men</p>	<ul style="list-style-type: none"> – 3 to 7 countries (at least 3 in Africa and 1 per other region) initiate a multi-stakeholder and inclusive process of formulation and/or evidence-based review of their public policies on youth – At least 4 out of the 7 foreseen public policies on youth include a gender equality dimension – Representative national youth-led entities enabling youth engagement in public policy development on youth are initiated or strengthened in 7 countries (at least 3 countries in Africa and 1 per other region) 	<ul style="list-style-type: none"> – 3 to 7 countries (at least 3 in Africa and 1 per other region) initiate a multi-stakeholder and inclusive process of formulation and/or evidence-based review of their public policies on youth – At least 4 out of the 7 foreseen public policies on youth include a gender equality dimension – Representative national youth-led entities enabling youth engagement in public policy development on youth are initiated or strengthened in 7 countries (at least 3 countries in Africa and 1 per other region)
<p>2. Number of youth-led projects supporting national development and community building and enabling youth civic engagement</p>	<ul style="list-style-type: none"> – 15 youth-led social innovative or entrepreneurial projects (of which 3 in Africa), in follow-up to the UNESCO Youth Forum across UNESCO's areas of competence – 15 community-building projects (of which 6 in Africa) led by vulnerable youth including youth affected by violence across UNESCO's areas of competence 	<ul style="list-style-type: none"> – 15 youth-led social innovative or entrepreneurial projects (of which 3 in Africa), in follow-up to the UNESCO Youth Forum across UNESCO's areas of competence – 15 community-building projects (of which 6 in Africa) led by vulnerable youth including youth affected by violence across UNESCO's areas of competence
<p>3. Improved participation of youth, in particular young women, from countries in transition in democratic processes</p>	<ul style="list-style-type: none"> – Level of participation increased in at least 2 countries in transition (where applicable in UNDAF or UCPD) – At least 40% of the participants in the actions undertaken are young women 	<ul style="list-style-type: none"> – Level of participation increased in at least 2 countries in transition (where applicable in UNDAF or UCPD) – At least 40% of the participants in the actions undertaken are young women

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
4. Coordination within UNESCO and contribution to the UN collaborative work on youth, in particular through the Interagency Network on Youth Development, enhanced	<ul style="list-style-type: none"> – UNESCO-wide implementation plan for the UNESCO Youth Programme, presenting activities, timelines and resources, developed, updated, monitored and evaluated – At least 10 UN collaborative activities, projects and initiatives where UNESCO's contribution has been reflected and integrated including in UNDAFs and UCPDs 	<ul style="list-style-type: none"> – UNESCO-wide implementation plan for the UNESCO Youth Programme, presenting activities, timelines and resources, developed, updated, monitored and evaluated – At least 10 UN collaborative activities, projects and initiatives where UNESCO's contribution has been reflected and integrated including in UNDAFs and UCPDs

Expected Result 6: Multi-stakeholder and inclusive public policies designed and implemented by Member States in the field of physical education, sports and anti-doping

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Guidelines for establishing national policy frameworks that guarantee access to sport for all, gender equality and improve the situation of physical education at school introduced in Member States	<ul style="list-style-type: none"> – 12 countries have held national stakeholder meetings – 12 regional or subregional follow-up meetings analyze MINEPS V implementation 	<ul style="list-style-type: none"> – 12 countries have held national stakeholder meetings – 12 regional or subregional follow-up meetings analyze MINEPS V implementation
2. International platform for sharing information between sport bodies, governments and other relevant stakeholders to address corruption in sport and the manipulation of sport competitions operational and training tools put at disposal of authorities	<ul style="list-style-type: none"> – A set of training tools for authorities is tested and ready for use 	<ul style="list-style-type: none"> – A set of training tools for authorities is tested and ready for use
3. National anti-doping policies enacted in accordance with the 2005 International Convention against Doping in Sport	<ul style="list-style-type: none"> – 185 States Parties to the Convention – 75% of States Parties have achieved the compliance level – 90 projects approved under the Fund 	<ul style="list-style-type: none"> – 185 States Parties to the Convention – 75% of States Parties have achieved the compliance level – 90 projects approved under the Fund

Global Priority Gender Equality

Expected Result 1: Level of inclusiveness of public policies assessed through the use of a gender lens

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of inclusive public policies assessed having integrated a gender equality dimension	– 8-10 policies from different regions	– 8-10 policies from different regions
2. Percentage of trainees who are involved in awareness raising activities on gender based violence	– 75% of trainees	– 75% of trainees

Expected Result 2 Policies advised on the various effects and impact of social transformations on both women and men

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of gender-responsive policies informed based on data and research	– 8-10 policies from different regions	– 8 -10 policies from different regions

Expected Result 3: Women's participation in bioethics committees and relevant capacity-building activities promoted

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of women participating as active members in national bioethics committees and in bioethics trainings	<ul style="list-style-type: none"> – 30 % women in four national bioethics committees – 30 % women benefitting from capacity-building activities pertaining to bioethics 	<ul style="list-style-type: none"> – 30 % women in four national bioethics committees – 30 % women benefitting from capacity-building activities pertaining to bioethics

Expected Result 4: The gender equality dimension is duly integrated in the public youth policies, as well as in community building and democratic processes

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of public youth policies including a gender equality dimension	– At least 3 out of the 10 foreseen public policies on youth	– at least 3 out of the 10 foreseen public policies on youth
2. Improved participation of young women in community building and democratic processes	– At least 30% of the participants in the actions undertaken are young women	– At least 30% of the participants in the actions undertaken are young women

Expected Result 5: Member States design and implement multi-stakeholder and inclusive public policies in the field of physical education, sports and anti-doping

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of Member States that revise national sport policy frameworks that guarantee access to sport for all, gender equality and improve the situation of physical education at school	<ul style="list-style-type: none"> – 6 national sport policy frameworks – 10 countries where the situation of physical education at school is improved, with 8 countries having improved access for persons living with disabilities, and having integrated a gender equality dimension in in the frameworks 	<ul style="list-style-type: none"> – 6 national sport policy frameworks – 10 countries where the situation of physical education at school is improved, with 8 countries having improved access for persons living with disabilities, and having integrated a gender equality dimension in in the frameworks
2. Number of projects that include data disaggregated by sex in the areas of bioethics, youth, and anti-doping in sport	– 2-3 projects have improved or initiated the collection and analysis of reliable sex disaggregated data	– 2-3 projects have improved or initiated the collection and analysis of reliable sex disaggregated data

Global Priority Africa

Flagship 1: Promoting a culture of peace and non-violence

Expected result 1: Education to peace, citizenship, democracy and human rights is integrated into formal and non-formal teaching and learning systems and reinforce mutual understanding and social cohesion (through the contribution of MP I)

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of countries supported which have integrated education for peace and human rights (global citizenship (GC) in their education policy and programmes	– <i>At least 5 new countries include education for peace, HRS and GC in ED policies and programmes</i>	– <i>At least 5 new countries include education for peace, HRS and GC in ED policies and programmes</i>

Expected result 2: General History of Africa is introduced and taught from primary to university levels and knowledge on Africa, the slave trade and slavery and on the cultural interactions generated, as well as the contribution and knowledge of Africa and its Diaspora to modern societies improved through heritage and contemporary creativity as transformative tools to enhance dialogue and peace (through the contribution of MP IV)

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of pedagogical contents and accompanying materials based on the General History of Africa developed and integrated into formal and non-formal education in Africa	– <i>3 contents, 3 teachers' guides, 3 accompanying materials for African primary and secondary schools and 1 content for Higher education developed and used in 30 African countries (extrabudgetary)</i> – <i>Baseline: 1 content for formal education</i>	– <i>3 contents, 3 teachers' guides, 3 accompanying materials for African primary and secondary schools and 1 content for Higher education developed and used in 30 African countries (extrabudgetary)</i> – <i>Baseline: 1 content for formal education</i>
2. Number of African and Afro descendant Historians and experts who contribute to the elaboration, publication, translation and dissemination of the volume IX	– <i>Benchmark: 250 Historians and scholars of other disciplines from Africa and its diasporas contributing (extrabudgetary)</i> – <i>Baseline: 25 experts</i>	– <i>Benchmark: 250 Historians and scholars of other disciplines from Africa and its diasporas contributing (extrabudgetary)</i> – <i>Baseline: 25 experts</i>

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
3. Number of institutions, networks and experts from Africa and African Diaspora which contribute to the development of research and awareness raising on the slave trade and slavery and their consequence	<ul style="list-style-type: none"> – <i>Benchmark: At least 20 institutions, 4 multidisciplinary research, 6 networks and 20 events</i> – <i>Baseline: 5</i> 	<ul style="list-style-type: none"> – <i>Benchmark: At least 20 institutions, 4 multidisciplinary research, 6 networks and 20 events</i> – <i>Baseline: 5</i>

Expected result 3: Elements of the intangible heritage are used to highlight the cultural practices of Africa and its diaspora promoting reconciliation, social cohesion and peace (through the contribution of MP IV)

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of safeguarding plans for intangible cultural heritage, including indigenous languages and endangered languages, developed and/or implemented by Member States	<ul style="list-style-type: none"> – <i>Benchmark: 30 plans developed and/or implemented</i> – <i>Baseline: 20</i> 	<ul style="list-style-type: none"> – <i>Benchmark: 30 plans developed and/or implemented</i> – <i>Baseline: 20</i>
2. Number of international assistance requests submitted and effectively implemented by Member States, nominations submitted by Member States and best practices submitted by Member States and disseminated by them and other stakeholders	<ul style="list-style-type: none"> – <i>Benchmark: 20 international assistance requests processed and 10 projects implemented, 15 nominations processed</i> – <i>Baseline: 10 international assistance requests processed, 6 projects implemented, 15 nominations processed</i> 	<ul style="list-style-type: none"> – <i>Benchmark: 20 international assistance requests processed and 10 projects implemented, 15 nominations processed</i> – <i>Baseline: 10 international assistance requests processed, 6 projects implemented, 15 nominations processed</i>

Expected result 4: Cross-border cooperation frameworks, providing for agreed and appropriate management tools, are established for the main hydrological basins in Africa and for the sustainable use of ecosystems shared by States. Special attention will be paid to establish joint initiatives among indigenous and scientific knowledge holders to co-produce knowledge to meet the challenges of global climate change (through the contribution of MP II)

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of hydrographical or hydrogeological basins or cooperation frameworks established	– At least 4 hydrographical or hydrogeological basins approved enabling the establishment of cooperation frameworks	– At least 4 hydrographical or hydrogeological basins approved enabling the establishment of cooperation frameworks
2. Number of cross-border initiatives for biosphere reserves, World Heritage sites and Global Geoparks supported by consultation and coordination within an appropriate cooperation and management framework	– At least 2 cross-border initiatives at the consultation and coordination phase for biosphere reserves, World Heritage sites and Global Geoparks	– At least 2 cross-border initiatives at the consultation and coordination phase for biosphere reserves, World Heritage sites and Global Geoparks

Expected result 5: UNESCO-supported community radios transformed into spaces promoting intercultural and intergenerational dialogue and social cohesion. Young Africans’ awareness raised in furtherance of dialogue and peace by the social media and mobile phone networks (through the contribution of MP V)

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of good policies and practices in support of youth and women media	<ul style="list-style-type: none"> – At least 10 media institutions apply UNESCO’s Toolkit for radio with children and youth “Linking Generations through Radio” – Youth participation and gender balance promoted through collaboration with at least 10 broadcasting organizations – At least 2 Member States take steps to promote MIL policies 	<ul style="list-style-type: none"> – At least 15 media institutions apply UNESCO’s Toolkit for radio with children and youth “Linking Generations through Radio” – Youth participation and gender balance promoted through collaboration with at least 10 broadcasting organizations – At least 2 Member States take steps to promote MIL policies

Expected Result 6: The empowerment, civic engagement and democratic participation of young African women and men are promoted through inclusive youth policies and youth-led work on a culture of peace (implemented by MP III)

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of African Member States that have begun to formulate and/or revise youth policies, with young men and women taking part	<ul style="list-style-type: none"> – 2-3 African countries have begun to formulate and/or revise youth policies, with young men and women taking part – Representative youth-led national bodies formed in at least 2 African countries and enabling youth participation in the formulation of official youth policies 	<ul style="list-style-type: none"> – 2-3 African countries have begun to formulate and/or revise youth policies, with young men and women taking part – Representative youth-led national bodies formed in at least 2 African countries and enabling youth participation in the formulation of official youth policies
2. Number of young men and women trained and implementing a project, in particular in social entrepreneurship and community development, designed to promote a culture of peace and civic commitment by young people in Africa	<ul style="list-style-type: none"> – At least 10 of the young men and women trained implement a project designed to promote a culture of peace 	<ul style="list-style-type: none"> – At least 10 of the young men and women trained implement a project designed to promote a culture of peace
3. Number of projects led by young men and women in Africa, as part of the follow-up to the UNESCO Youth Forum and designed to promote a culture of peace	<ul style="list-style-type: none"> – At least 3 projects led by young men and women in Africa, as part of the follow-up to the UNESCO Youth Forum and designed to promote a culture of peace 	<ul style="list-style-type: none"> – At least 3 projects led by young men and women in Africa, as part of the follow-up to the UNESCO Youth Forum and designed to promote a culture of peace
4. Number of eminent persons, including young people, networks and civil society organizations participating in the “Make Peace Happen” campaign and in the promotion of the African Youth Charter	<ul style="list-style-type: none"> – More than 50 eminent persons and 100 civil society organizations support the UNESCO/AU campaign and the promotion of the African Youth Charter through awareness-raising messages and activities 	<ul style="list-style-type: none"> – More than 50 eminent persons and 100 civil society organizations support the UNESCO/AU campaign and the promotion of the African Youth Charter through awareness-raising messages and activities

Major Programme IV

Culture

Main Line of Action/Expected result (ER)	Budgetary priority ⁽¹⁾	ZNG Expenditure Plan (\$507M)				Reinforcement	ZNG+ Expenditure Plan (\$518M)				Extra-budgetary resources ⁽²⁾
		Operational budget	Staff budget	Total	Funding % vis-à-vis \$653M		Operational budget	Staff budget	Total	Funding % vis-à-vis \$667M	
		\$	\$	\$	%	\$	\$	\$	\$	%	\$
MLA 1 Protecting, conserving, promoting and transmitting culture, heritage and history for dialogue and development		5 397 800	20 343 100	25 740 900	77%	1 193 400	6 591 200	20 343 100	26 934 300	76%	31 628 700
ER1 Tangible heritage identified, protected, monitored and sustainably managed by Member States, in particular through the effective implementation of the 1972 Convention	B-A	2 983 200	13 845 800	16 829 000	82%	632 000	3 615 200	13 845 800	17 461 000	80%	28 986 000
ER2 Policy dialogue promoted to combat illicit import, export and transfer of ownership of cultural property through enhanced, strengthened and more efficient international cooperation, including the implementation of the 1970 Convention and enhanced capacities of museums	B-A	1 069 700	2 809 400	3 879 100	80%	237 200	1 306 900	2 809 400	4 116 300	82%	1 386 800
ER3 Global, strategic and forward-looking directions developed and applied through the effective implementation of the 1954 Convention and its two Protocols and multiplier effect achieved	B-A	494 300	1 269 400	1 763 700	68%	113 200	607 500	1 269 400	1 876 900	64%	59 500
ER4 Global, strategic and forward-looking directions developed and applied through the effective implementation of the 2001 Convention and multiplier effect achieved	B-A	479 300	1 269 400	1 748 700	70%	83 200	562 500	1 269 400	1 831 900	72%	174 500
ER5 Access to knowledge enhanced through the promotion of shared history and memory for reconciliation and dialogue	C	371 300	1 149 100	1 520 400	51%	127 800	499 100	1 149 100	1 648 200	54%	1 021 900
MLA 2 Supporting and promoting the diversity of cultural expressions, the safeguarding of the intangible cultural heritage, and the development of cultural and creative industries		4 160 200	12 699 800	16 860 000	79%	921 500	5 081 700	12 699 800	17 781 500	81%	14 523 200
ER6 National capacities strengthened and utilized to safeguard the intangible cultural heritage, including indigenous and endangered languages, through the effective implementation of the 2003 Convention	B-A	2 382 900	7 501 200	9 884 100	80%	548 700	2 931 600	7 501 200	10 432 800	83%	9 036 400

(1) Budgetary priority level indicated in the prioritization ranking of the \$507M Expenditure Plan 2014-2015, as outlined in the Annex of 5 X/EX Decision 2 and 37 C/6.

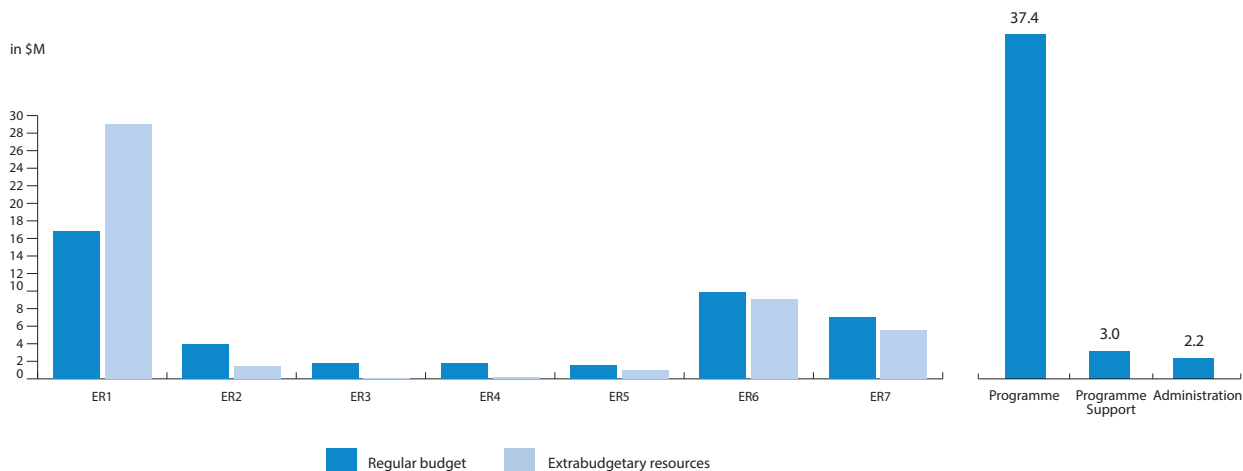
(2) Projects to be implemented in 2016-2017 for which funds have been received or firmly committed, plus posts financed from Programme Support Costs (PSC) account.

Main Line of Action/Expected result (ER)	Budgetary priority ⁽¹⁾	ZNG Expenditure Plan (\$507M)				Reinforcement	ZNG+ Expenditure Plan (\$518M)				Extra-budgetary resources ⁽²⁾
		Operational budget	Staff budget	Total	Funding % vis-à-vis \$653M		Operational budget	Staff budget	Total	Funding % vis-à-vis \$667M	
		\$	\$	\$	%	\$	\$	\$	\$	%	\$
ER7 National capacities strengthened and utilized for the development of policies and measures to promote the diversity of cultural expressions, in particular through the effective implementation of the 2005 Convention	B-A/C	1 777 300	5 198 600	6 975 900	78%	372 800	2 150 100	5 198 600	7 348 700	79%	5 486 800
Total, Major Programme IV		9 558 000	33 042 900	42 600 900	78%	2 114 900	11 672 900	33 042 900	44 715 800	78%	46 151 900

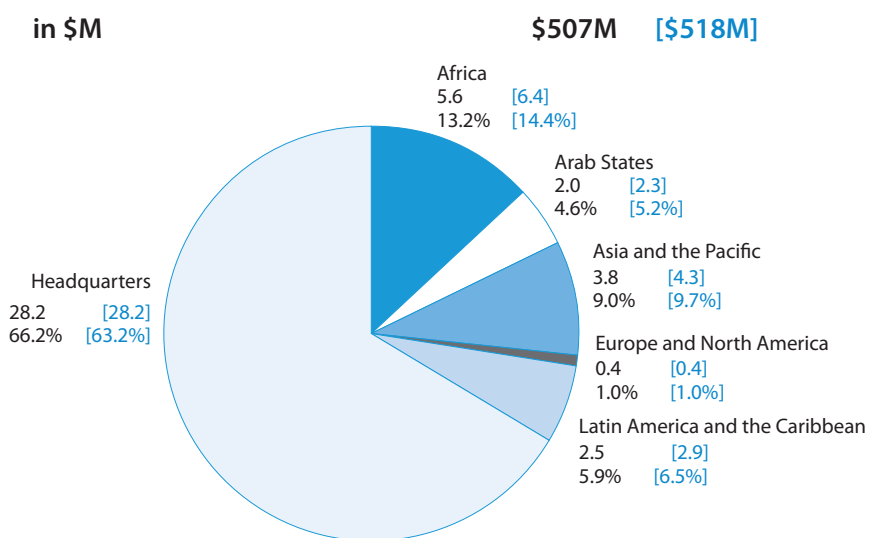
(1) Budgetary priority level indicated in the prioritization ranking of the \$507M Expenditure Plan 2014-2015, as outlined in the Annex of 5 X/EX Decision 2 and 37 C/6.

(2) Projects to be implemented in 2016-2017 for which funds have been received or firmly committed, plus posts financed from Programme Support Costs (PSC) account.

Total resources (staff and operational budget) Regular Programme and Extrabudgetary by result and Regular Programme breakdown by RBB categories (Programme/ Programme Support/Administration) for 38 C/5 Draft ZNG Expenditure Plan (\$507M)



Distribution of Regular Programme resources by Region and Headquarters (staff and operational budget) for Draft 38 C/5 Expenditure Plans (\$507M and \$518M)



Indicative Sector's contribution to Global Priorities

	Priority Africa		Priority Gender Equality	
	\$	%	\$	%
\$507M Expenditure Plan	870 000	9.1	247 500	2.6
\$518M Expenditure Plan	1 670 000	14.3	471 400	4.0

Major Programme IV – Culture

With the ZNG+ expenditure plan (\$518 M compared to \$507 M) Major Programme IV would be able to enhance the decentralization of activities to the Field. Under the \$518M scenario, this would infer a significant increase in the decentralization rate from 24% to 37%, which would be used to support capacity-building activities in Member States. For both scenarios, the funds managed by Headquarters remain unchanged and cover the fixed costs (incompressible) for work undertaken in relation to the 6 Culture Conventions. However, under both expenditure plans, the amounts available are not sufficient to meet all needs related to the Sector's work at country level, and the situation would continue to be characterized by reliance on extra budgetary resources

The following tables present the Performance indicators and related adjusted 2017 targets for MP IV expected results under each of the \$507M and \$518M expenditure plans:

Expected result 1: Tangible heritage identified, protected, monitored and sustainably managed by Member States, in particular through the effective implementation of the 1972 Convention

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Governing bodies of the 1972 Convention supported through the effective organization of statutory meetings	– 4 ordinary sessions of the Intergovernmental Committee and 2 sessions of the General Assembly organized	– 4 ordinary sessions of the Intergovernmental Committee and 2 sessions of the General Assembly organized
2. Number of World Heritage properties where capacity of staff is enhanced, including in collaboration with category 2 institutes and centres	– At least 140 sites	– At least 150 sites
3. Number of States Parties which develop new or revised Tentative Lists and percentage of nomination dossiers conforming to prescribed requirements	<ul style="list-style-type: none"> – 60 States Parties develop new or revised Tentative Lists – 75% of nomination files to prescribed requirements – 15% of files conforming to prescribed requirements coming from underrepresented or non-represented States Parties 	<ul style="list-style-type: none"> – 65 States Parties develop new or revised Tentative Lists – 75% of nomination files conforming to prescribed requirements – 17% of files conforming to prescribed requirements coming from underrepresented or non-represented States Parties

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
4. Number of World Heritage properties which contribute to sustainable development	<ul style="list-style-type: none"> – At least 4 case studies in each region demonstrating how management of World Heritage properties contributes to sustainable development – At least 30 World Heritage properties in priority regions or countries benefit from specific conservation projects linked to topics such as Danger List, conflicts, disasters, tourism management, urbanization and climate change 	<ul style="list-style-type: none"> – At least 5 case studies in each region demonstrating how management of World Heritage properties contributes to sustainable development – At least 30 World Heritage properties in priority regions or countries benefit from specific conservation projects linked to topics such as Danger List, conflicts, disasters, tourism management, urbanization and climate change
5. Number of stakeholders contributing to conservation, thematic priorities and awareness-raising	<ul style="list-style-type: none"> – 12 partnerships (new or renewed) for conservation involving youth education, sites in danger, Africa or communities – 1,500 participants in Heritage Volunteers campaigns – Two regions pilot the integrated heritage education programme developed in collaboration with ERs 2,3 ,4 and 6 (extrabudgetary) 	<ul style="list-style-type: none"> – 12 partnerships (new or renewed) for conservation involving youth education, sites in danger, Africa or communities – 1,500 participants in Heritage Volunteers campaigns – Two regions pilot the integrated heritage education programme developed in collaboration with ERs 2,3, 4 and 6 (extrabudgetary)
6. Number of World Heritage properties where the balanced contribution of women and men to conservation is demonstrated	– At least 15 sites	– At least 20 sites

Expected result 2: Policy dialogue promoted to combat illicit import, export and transfer of ownership of cultural property through enhanced, strengthened and more efficient international cooperation, including the implementation of the 1970 Convention and enhanced capacities of museums

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Governing bodies supported through the effective organization of statutory meetings	<ul style="list-style-type: none"> – 8 statutory meetings related to the Convention and return and restitution of cultural property organized – Adoption of the Operational Guidelines for the Implementation of the 1970 Convention by the Meeting of States Parties 	<ul style="list-style-type: none"> – 8 statutory meetings related to the Convention and return and restitution of cultural property organized – Adoption of the Operational Guidelines for the Implementation of the 1970 Convention by the Meeting of States Parties
2. Number of cases of return and restitution of cultural property considered	<ul style="list-style-type: none"> – At least 1 new request for return or restitution submitted to the Intergovernmental Committee for Promoting the Return of Cultural Property to its Countries of Origin or its Restitution in case of Illicit Appropriation (ICPRCP) or resolved through the good offices of the Secretariat – 1 case for mediation or conciliation presented 	<ul style="list-style-type: none"> – At least 2 new requests for return or restitution submitted to the Intergovernmental Committee for Promoting the Return of Cultural Property to its Countries of Origin or its Restitution in case of Illicit Appropriation (ICPRCP) or resolved through the good offices of the Secretariat – 1 case for mediation or conciliation presented
3. Number of States Parties to the 1970 Conventions increased	<ul style="list-style-type: none"> – 5 new ratifications 	<ul style="list-style-type: none"> – 8 new ratifications
4. Number of various stakeholders contributing to protection, thematic priorities and awareness raising	<ul style="list-style-type: none"> – Substantive involvement of both State and non-State stakeholders in at least 2 major international events; – 1 region pilot the integrated heritage education tool developed in collaboration with ERs 1,3,4 and 6 (extrabudgetary) – at least 20 countries benefiting from capacity-building activities – At least 90 countries benefiting from awareness-raising activities 	<ul style="list-style-type: none"> – Substantive involvement of both State and non-State stakeholders in at least 2 major international events; – 1 region pilot the integrated heritage education tool developed (in collaboration with ERs 1,3,4 and 6 (extrabudgetary) – At least 22 countries benefiting from capacity-building activities – At least 95 countries benefiting from awareness-raising activities

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
5. Number of reports on the implementation of the 1970 Convention at the national level provided by Parties analyzed and monitored	– <i>At least 40 national reports</i>	– <i>At least 45 national reports</i>
6. Enhanced gender balance amongst experts/participants in human and institutional capacity workshops related to the implementation of the 1970 Convention and to the role of museums	– <i>At least 35 % experts/ participants are women</i>	– <i>At least 40 % experts/ participants are women</i>
7. Social, economic and educational roles of museums as vectors for sustainable development and intercultural dialogue promoted and capacities of museum professionals developed	<ul style="list-style-type: none"> – <i>At least 4 regional meetings or workshops organized for promoting the new museum instrument (extrabudgetary)</i> – <i>4 customized training activities with emphasis on Africa and LDCs in order to assist Member States in adapting national legal framework (extrabudgetary)</i> 	<ul style="list-style-type: none"> – <i>At least 4 regional meetings or workshops organized for promoting the new museum instrument (extrabudgetary)</i> – <i>4 customized training activities with emphasis on Africa and LDCs in order to assist Member States in adapting national legal framework (extrabudgetary)</i>
8. Museum's roles enhanced in management of collections in particular fighting illicit trafficking in cultural property	<ul style="list-style-type: none"> – <i>4 regional trainings or workshops organized for strengthening capacities of museum professionals (extrabudgetary)</i> – <i>3 inventories improved (extrabudgetary)</i> 	<ul style="list-style-type: none"> – <i>4 regional trainings or workshops organized for strengthening capacities of museum professionals (extrabudgetary)</i> – <i>3 inventories improved (extrabudgetary)</i>

Expected result 3: Global, strategic and forward-looking directions developed and applied through the effective implementation of the 1954 Convention and its two Protocols and multiplier effect achieved

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Governing bodies of the 1954 Convention and its 1999 Second Protocol supported through the effective organization of statutory meetings	<ul style="list-style-type: none"> – 8 statutory meetings organized – 4 ordinary meetings of the Committee for the Protection of Cultural Property in the Event of Armed Conflict – 2 ordinary Meetings of the High Contracting Parties to the 1954 Hague Convention – 2 ordinary Meetings of the Parties to the Second Protocol to the Hague Convention 	<ul style="list-style-type: none"> – 8 statutory meetings organized – 4 ordinary meetings of the Committee for the Protection of Cultural Property in the Event of Armed Conflict – 2 ordinary Meetings of the High Contracting Parties to the 1954 Hague Convention – 2 ordinary Meetings of the Parties to the Second Protocol to the Hague Convention
2. International or other assistance under the Second Protocol; contributions to the Fund for the Protection of Cultural Property in the Event of Armed Conflict increased	– 3 grants	– 3 grants
3. New cultural property entered on the List of Cultural Property under Enhanced Protection and tentative lists submitted	<ul style="list-style-type: none"> – 3 cultural properties entered on the List; – 8 tentative lists submitted 	<ul style="list-style-type: none"> – 5 cultural properties entered on the List; – 10 tentative lists submitted
4. Nomination of properties for inscription on the World Heritage List which include Optional elements related to the granting of enhanced protection under the 1999 Second Protocol to the 1954 Hague Convention	– 3 properties nominated	– 5 properties nominated
5. Number of States Parties to the 1954 (and its two Protocols) Convention increased	– 10 new ratifications of the Convention and both Protocols (at least four each in Africa)	– 12 new ratifications of the Convention and both Protocols (at least four each in Africa)

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
6. Number of various stakeholders contributing to protection, thematic priorities and awareness-raising	<ul style="list-style-type: none"> – Substantive involvement of both State and non-State stakeholders in at least one major international events; – 2 regions pilot the integrated heritage education tool developed in collaboration with ERs 1,2,4 and 6 (extrabudgetary) 	<ul style="list-style-type: none"> – Substantive involvement of both State and non-State stakeholders in at least one major international events; – 2 regions pilot the integrated heritage education tool developed in collaboration with ERs 1,2,4 and 6 (extrabudgetary)
7. Number of reports on the national implementation of the Hague Convention and its two Protocols	– 20 reports	– 22 reports

Expected result 4: Global, strategic and forward-looking directions developed and applied through the effective implementation of the 2001 Convention and multiplier effect achieved

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Governing bodies of the 2001 Convention supported through the effective organization of statutory meetings	<ul style="list-style-type: none"> – 6 statutory meetings organized – 2 Meeting of States Parties – 4 Meetings of Advisory Body and assistance missions organized 	<ul style="list-style-type: none"> – 6 statutory meetings organized – 2 Meeting of States Parties – 4 Meetings of Advisory Body and assistance missions organized
2. Number of States Parties to the 2001 Convention increased	– At least 10 new ratifications	– At least 12 new ratifications
3. Number of various stakeholders contributing to protection, thematic priorities and awareness-raising	<ul style="list-style-type: none"> – Some more involvement of State and non-State stakeholders – 2 regions pilot the integrated heritage education programme developed in collaboration with ERs 1,2,3 and 6 At least one publication 	<ul style="list-style-type: none"> – Involvement of State and non-State stakeholders increased – 2 regions pilot the integrated heritage education programme developed in collaboration with ERs 1,2,3 and 6 At least one publication

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
4. Effective implementation of the Convention by its States Parties; full harmonization of national laws	<ul style="list-style-type: none"> – Organization of at least 1 training course (extrabudgetary) – Assistance in at least 2 activities dedicated to revision of laws (extrabudgetary) 	<ul style="list-style-type: none"> – Organization of at least 1 training course – At least 1 activity on the implementation of the site protection and illicit trafficking regulations of the 2001 Convention (extrabudgetary)

Expected result 5: Access to knowledge enhanced through the promotion of shared history and memory for reconciliation and dialogue

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of institutions, research studies, networks and events which contribute to a better knowledge and awareness raising on the slave trade and slavery	– At least 10 institutions, 2 multidisciplinary research, 2 networks and 10 events	– At least 12 institutions, 2 multidisciplinary research, 3 networks and 10 events
2. Number of Pedagogical contents based on the General History of Africa integrated into formal and non-formal education in African countries	– 3 contents, 3 teachers' guides, 3 accompanying materials for African primary and secondary schools and 1 content for higher education developed and used in 30 African countries (extrabudgetary)	– 3 contents, 3 teachers' guides, 3 accompanying materials for African primary and secondary schools and 1 content for higher education developed and used in 30 African countries (extrabudgetary)
3. Number of chapters of the volumes IX drafted and validated by the Scientific Committee	– At least 240 chapters drafted and validated (extrabudgetary)	– At least 240 chapters drafted and validated (extrabudgetary)
4. Number of partners who promote the contribution of Arab and Islamic world to the general progress of humanity	– At least 70 (extrabudgetary)	– At least 70 (extrabudgetary)
5. Number of partners who join the Network of Silk Roads Online Platform and promote knowledge on the Silk Roads	– At least 35 (extrabudgetary)	– At least 35 (extrabudgetary)

Expected result 6: National capacities strengthened and utilized to safeguard the intangible cultural heritage, including indigenous and endangered languages, through the effective implementation of the 2003 Convention

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Governing bodies of the 2003 Convention exercise sound governance thanks to effective organization of their statutory meetings	<ul style="list-style-type: none"> – 2 <i>General Assembly</i> – 4 <i>Committee and Advisory Bodies</i> – 9 <i>meetings organized</i> 	<ul style="list-style-type: none"> – 2 <i>General Assembly</i> – 4 <i>Committee and Advisory Bodies</i> – 9 <i>meetings organized</i>
2. Number of supported Member States utilizing strengthened human and institutional resources for intangible cultural heritage and integrating ICH into national policies	<ul style="list-style-type: none"> – <i>Policies developed or revised in 27 States and human and institutional resources strengthened in 50 States</i> – <i>2 regions pilot the integrated heritage education programme developed in collaboration with ERs 1,2,3 and 4 (extrabudgetary)</i> 	<ul style="list-style-type: none"> – <i>Policies developed or revised in 30 States and human and institutional resources strengthened in 55 States</i> – <i>2 regions pilot the integrated heritage education programme developed in collaboration with ERs 1,2,3 and 4 (extrabudgetary)</i>
3. Percentage of UNESCO-trained female cultural professionals who then contribute to national-level decision-making processes in the field of culture	– <i>15% of UNESCO-trained female cultural professionals then contribute to national-level decision-making processes in the field of culture</i>	– <i>15% of UNESCO-trained female cultural professionals then contribute to national-level decision-making processes in the field of culture</i>
4. Number of safeguarding plans for intangible cultural heritage, including indigenous and endangered languages, developed and/or implemented by Member States	– <i>200 plans developed and/or implemented</i>	– <i>200 plans developed and/or implemented</i>
5. Number of international assistance requests submitted and effectively implemented by Member States, nominations submitted by Member States and best practices submitted by Member States and disseminated by them and other stakeholders	<ul style="list-style-type: none"> – <i>60 international assistance requests processed and 10 projects implemented</i> – <i>130 nominations processed and one best practice promoted</i> 	<ul style="list-style-type: none"> – <i>60 international assistance requests processed and 10 projects implemented</i> – <i>130 nominations processed and one best practice promoted</i>
6. Number of periodic reports on the implementation of the Convention at the national levels submitted by States Parties and examined by Committee, and number addressing gender issues and describing policies promoting equal access to and participation in cultural life	– <i>105 reports, of which 50 address gender issues</i>	– <i>105 reports, of which 50 address gender issues</i>

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
7. Number of States Parties to the Convention increased	– 15 new States Parties of which 4 from Africa	– 18 new States Parties of which 4 from Africa
8. Number of organizations within and outside the United Nations system, civil society, and the private sector contributing to programme delivery	<ul style="list-style-type: none"> – 30 NGOs accredited – 40 NGOs renewed – At least 7 category 2 centres fully contributing to supporting UNESCO's programme for effective implementation of the 2003 Convention 	<ul style="list-style-type: none"> – 30 NGOs accredited – 40 NGOs renewed – At least 7 category 2 centres fully contributing to supporting UNESCO's programme for effective implementation of the 2003 Convention
9. Number of stakeholders involved in the implementation of the Convention contributing information to the knowledge-management system	<ul style="list-style-type: none"> – At least 650 stakeholders contributing – 130 new pages dedicated to capacity-building and policy benchmarking 	<ul style="list-style-type: none"> – At least 700 stakeholders contributing – 140 new pages dedicated to capacity-building and policy benchmarking

Expected result 7: National capacities strengthened and utilized for the development of policies and measures to promote the diversity of cultural expressions, in particular through the effective implementation of the 2005 Convention

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Governing bodies of the 2005 Convention supported through the effective organization of statutory meetings	– 2 Conference of Parties and 4 Intergovernmental Committees organized	– 2 Conference of Parties and 4 Intergovernmental Committees organized
2. Number of national policies and measures and human and institutional resources that promote the diversity of cultural expressions, including cultural goods, services and activities, developed and/or strengthened	<ul style="list-style-type: none"> – Training modules produced to support capacity-building activities (in country technical assistance relies on extra-budgetary support) – 4 regional training of trainer workshops implemented (long term in-country technical assistance relies on extrabudgetary support) 	<ul style="list-style-type: none"> – Training modules produced to support capacity-building activities (in country technical assistance relies on extra-budgetary support) – 5 regional training of trainer workshops implemented – 8 national training workshops implemented (long term in-country technical assistance relies on extrabudgetary support)

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
3. International assistance requests processed and projects effectively implemented and monitored (IFCD)	<ul style="list-style-type: none"> – 400 international assistance requests processed and 70 projects implemented and monitored 	<ul style="list-style-type: none"> – 400 international assistance requests processed – 80 projects implemented and monitored – RBM framework implemented to monitor projects
4. Number of quadrennial periodic reports on the implementation of the Convention at the country level provided by Parties processed and analyzed	<ul style="list-style-type: none"> – 80 reports processed and analyzed – 40 best practices collected and disseminated, including 20% promoting women's participation in the creation, production and dissemination of cultural goods and services 	<ul style="list-style-type: none"> – 80 reports processed and analyzed – 60 best practices collected and disseminated, including 20% promoting women's participation in the creation, production and dissemination of cultural goods and services
5. Number of Parties to the Convention increased	<ul style="list-style-type: none"> – 15 new Parties 	<ul style="list-style-type: none"> – 15 new Parties
6. Knowledge produced by stakeholders involved in the implementation of the Convention available through a knowledge-management system	<ul style="list-style-type: none"> – 50 stakeholders contributing – 60% increase of number of pages dedicated to capacity-building, policy benchmarking, indicator development/data collection 	<ul style="list-style-type: none"> – 60 stakeholders contributing – 80% increase of number of pages dedicated to capacity-building, policy benchmarking, indicator development/data collection
7. Number of organizations within and outside the United Nations system, civil society, and the private sector contributing to programme delivery	<ul style="list-style-type: none"> – 2 formal partnerships established or renewed – 20% increase in the participation of civil society in governance mechanisms of the Convention 	<ul style="list-style-type: none"> – 3 formal partnerships established or renewed – 20% increase in the participation of civil society in governance mechanisms of the Convention
8. Cities in industrialized and developing countries collaborate to enhance creativity and creative economies	<ul style="list-style-type: none"> – only extrabudgetary 	<ul style="list-style-type: none"> – only extrabudgetary
9. Creativity, arts and design used as tool for sustainable development, especially in developing countries	<ul style="list-style-type: none"> – only extrabudgetary 	<ul style="list-style-type: none"> – only extrabudgetary
10. Young people's capacities for cultural expression and creativity, dialogue and social cohesion strengthened through the arts	<ul style="list-style-type: none"> – only extrabudgetary 	<ul style="list-style-type: none"> – only extrabudgetary

Global Priority Gender Equality

Expected result 1: Increased recognition of women's contributions to cultural life through enhanced advocacy, improved data collection and knowledge management

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of periodic reports that describe policies promoting equal access to and participation in cultural life	<ul style="list-style-type: none"> – Benchmark: 50 periodic reports – Baseline: 11 periodic reports 	<ul style="list-style-type: none"> – Benchmark: 50 periodic reports – Baseline: 11 periodic reports
2. Number of UNESCO-led workshops, events and capacity-building programmes that raise awareness of gender principles, especially women's roles in heritage or creativity	<ul style="list-style-type: none"> – Benchmark: at least 30 – Baseline: no data available 	<ul style="list-style-type: none"> – Benchmark: at least 30 – Baseline: no data available
3. Number of Member States whose policies/measures to promote women's contributions to cultural life are disseminated as best practices	<ul style="list-style-type: none"> – Benchmark: 50 best practices collected and disseminated – Baseline: no data available 	<ul style="list-style-type: none"> – Benchmark: 50 best practices collected and disseminated – Baseline: no data available
4. Number of statutory operational documents related to the Conventions that reflect gender equality principles	<ul style="list-style-type: none"> – Benchmark: at least 1 – Baseline: Application forms for the IFCD include several questions about gender 	<ul style="list-style-type: none"> – Benchmark: at least 1 – Baseline: Application forms for the IFCD include several questions about gender

Expected result 2: Creative horizons of women and girls broadened and encouraged

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of Member States that have introduced capacity-building programmes aimed at broadening the creative horizons of women and girls	<ul style="list-style-type: none"> – Benchmark: at least 4 – Baseline: no data available 	<ul style="list-style-type: none"> – Benchmark: at least 4 – Baseline: no data available

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
2. Percentage of beneficiaries of UNESCO-funded activities that empower women and girls	<ul style="list-style-type: none"> – <i>Benchmark: Over 20% of beneficiaries of UNESCO-funded activities on creativity and cultural diversity (including specific Funds)</i> – <i>Baseline: an estimated 10%</i> 	<ul style="list-style-type: none"> – <i>Benchmark: Over 20% of beneficiaries of UNESCO-funded activities on creativity and cultural diversity (including specific Funds)</i> – <i>Baseline: an estimated 10%</i>
3. Partnerships and collaboration with gender-related networks initiated	<ul style="list-style-type: none"> – <i>Benchmark: At least 5 new or renewed partnerships / collaborations</i> – <i>Baseline: 2 new partnerships/ collaborations</i> 	<ul style="list-style-type: none"> – <i>Benchmark: At least 5 new or renewed partnerships / collaborations</i> – <i>Baseline: 2 new partnerships/ collaborations</i>

Expected result 3: Cultural policies that respect gender equality, women’s rights and freedom of expression and ensure women’s access to decision-making posts and processes

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Enhanced gender balance amongst experts/participants in human and institutional capacity workshops related to the implementation of the 1954, 1970, 1972, 2001, 2003 and 2005 Conventions	<ul style="list-style-type: none"> – <i>Benchmark: At least 40% of experts/participants are women</i> – <i>Baseline: Average (1972, 2003 and 2005 Conventions) 36.6% – 40% are women</i> 	<ul style="list-style-type: none"> – <i>Benchmark: At least 40% of experts/participants are women</i> – <i>Baseline: Average (1972, 2003 and 2005 Conventions) 36.6% – 40% are women</i>
2. Percentage of UNESCO – trained female cultural professionals who then contribute to national-level decision-making processes in the field of culture (e.g. trainers or experts identified by UNESCO, governments and civil society organizations)	<ul style="list-style-type: none"> – <i>Benchmark: At least 25% based on post training impact monitoring</i> – <i>Baseline: No data available</i> 	<ul style="list-style-type: none"> – <i>Benchmark: At least 25% based on post training impact monitoring</i> – <i>Baseline: No data available</i>
3. Number of supported Member States that have introduced national gender-sensitive and gender responsive cultural policies	<ul style="list-style-type: none"> – <i>Benchmark: at least 15</i> – <i>Baseline: No data available</i> 	<ul style="list-style-type: none"> – <i>Benchmark: at least 15</i> – <i>Baseline: No data available</i>

Expected result 4: Women’s and girls’ access to and participation in cultural life, including cultural heritage, creative expression and enjoyment of cultural goods and services enhanced

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of UNESCO-led workshops and capacity-building programmes that raise awareness of gender principles, especially women’s roles in intangible heritage	– <i>Benchmark: 8</i> – <i>Baseline: no data available</i>	– <i>Benchmark: 8</i> – <i>Baseline: no data available</i>
2. Number of Member States whose policies/measures to promote women’s contributions to cultural life are disseminated as best practices through capacity-building curricula	– <i>Benchmark: 5</i> – <i>Baseline: No data available</i>	– <i>Benchmark: 5</i> – <i>Baseline: No data available</i>
3. Number of references to gender analysis published in the 2005 Convention global monitoring report 2015 (extrabudgetary)	– <i>Benchmark: 10</i> – <i>Baseline: no data available</i>	– <i>Benchmark: 10</i> – <i>Baseline: no data available</i>

Global Priority Africa

Flagship 5: Harnessing the power of culture for sustainable development and peace in a context of regional integration

Expected result 1: Cultural-policy frameworks and strategies in cultural matters developed and/or strengthened in Member States to improve the protection and safeguarding of the heritage and emergence of a more dynamic cultural sector

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of new institutions established and existing institutions strengthened in the field of cultural and creative industries or the heritage	– <i>At least 30</i>	– <i>At least 30</i>
2. Number of policies, strategies and laws on the cultural and creative industries and/or the heritage formulated or amended	– <i>At least 15</i>	– <i>At least 15</i>

Expected result 2: Enhancement, protection and safeguarding of the heritage improved

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of persons trained in the field of the cultural heritage	– At least 100 African cultural officers, heritage specialists, museum professionals and practitioners benefit from training activities	– At least 100 African cultural officers, heritage specialists, museum professionals and practitioners benefit from training activities
2. Number of countries that have ratified the cultural conventions	– At least 3 new ratifications of each Convention (except the 1972 Convention)	– At least 3 new ratifications of each Convention (except the 1972 Convention)
3. Number of financial assistance packages provided in the fields of the heritage and creativity	– At least 100 financial assistance granted	– At least 100 financial assistance granted

Expected result 3: The general public, in particular young people made aware of the values of the heritage and mobilized to protect and safeguard it through formal, non-formal and informal education, the media and ICTs

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of teaching materials to promote and enhance the heritage and based, in particular, on the General History of Africa	– 10 pedagogical materials (extra budgetary)	– 10 pedagogical materials (extra budgetary)
2. Number of formal and non-formal education and awareness-raising initiatives to disseminate heritage values and knowledge among young people	<ul style="list-style-type: none"> – 1 video, 1 DVD and 1 brochure on the GHA – 6 volunteer projects – 7 States Parties involved in World Heritage Education Programme – 4 education activities/ initiatives involve African youth – 1 cartoon episode produced and disseminated to schools – Baseline: One product for formal education 	<ul style="list-style-type: none"> – 1 video, 1 DVD and 1 brochure on the GHA – 6 volunteer projects – 7 States Parties involved in World Heritage Education Programme – 4 education activities/ initiatives involve African youth – 1 cartoon episode produced and disseminated to schools – Baseline: One product for formal education

Major Programme V

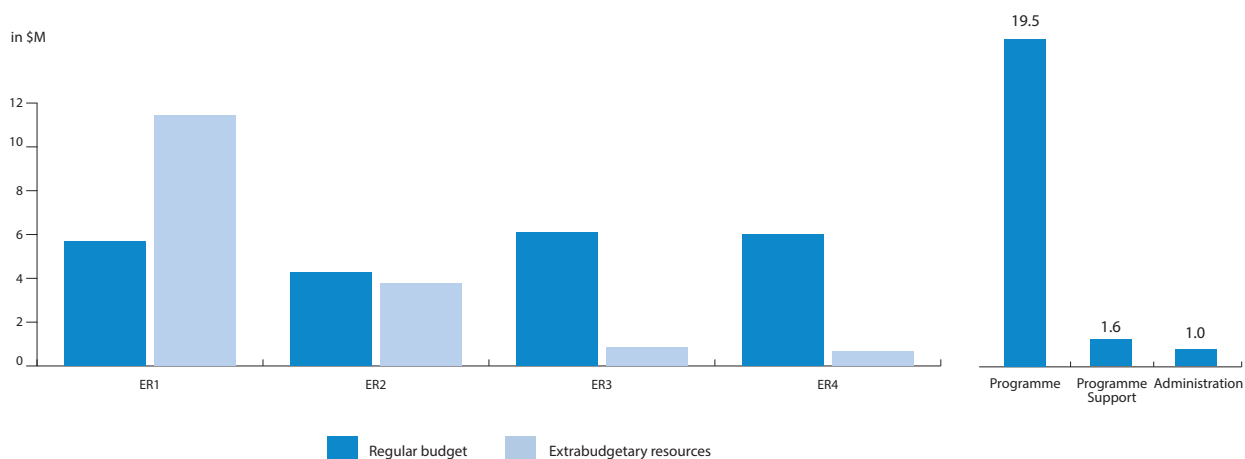
Communication and information

Main Line of Action/Expected result (ER)	Budgetary priority ⁽¹⁾	ZNG Expenditure Plan (\$507M)				Reinforcement	ZNG+ Expenditure Plan (\$518M)				Extra-budgetary resources ⁽²⁾
		Operational budget	Staff budget	Total	Funding % vis-à-vis \$653M		Operational budget	Staff budget	Total	Funding % vis-à-vis \$667M	
		\$	\$	\$	%	\$	\$	\$	\$	%	\$
MLA 1 Promoting an enabling environment for freedom of expression, press freedom and journalistic safety, facilitating pluralism and participation in media, and supporting sustainable and independent media institutions		2 186 800	7 767 100	9 953 900	69%	451 800	2 638 600	7 767 100	10 405 700	69%	15 205 500
ER1 The environment for freedom of expression, press freedom, journalistic safety and self-regulation strengthened, for both online and offline media platforms, and especially in post-conflict countries and countries in transition, through favourable policies and practices and support to national media institutions	B/C	1 386 800	4 312 300	5 699 100	67%	286 500	1 673 300	4 312 300	5 985 600	67%	11 445 500
ER2 Pluralistic media institutions facilitated, including by adoption of gender-sensitive policies and through support for strengthened community media policy and practice, while citizens, and particularly youth, are empowered through enhanced media and information literacy (MIL) competencies	B	800 000	3 454 800	4 254 800	72%	165 300	965 300	3 454 800	4 420 100	72%	3 760 000
MLA 2 Enabling Universal access and preservation of information and knowledge		3 146 800	8 936 100	12 082 900	65%	650 100	3 796 900	8 936 100	12 733 000	66%	1 507 100
ER3 The Open Solutions for Knowledge Societies programme (open educational resources, open access, free and open source software, open training platform, open data and Open Cloud) and ICT accessibility, including for the disabled, and for all languages, promoted in Member States	A	1 653 400	4 425 500	6 078 900	64%	341 600	1 995 000	4 425 500	6 420 500	65%	847 900
ER4 Universal access to information enhanced and documentary heritage preserved in all its forms through a strengthened Memory of the World Programme, and Member States supported in implementing the World Summit on Information Society (WSIS) outcomes	A/C	1 493 400	4 510 600	6 004 000	66%	308 500	1 801 900	4 510 600	6 312 500	67%	659 200
Total, Major Programme V		5 333 600	16 703 200	22 036 800	67%	1 101 900	6 435 500	16 703 200	23 138 700	67%	16 712 600

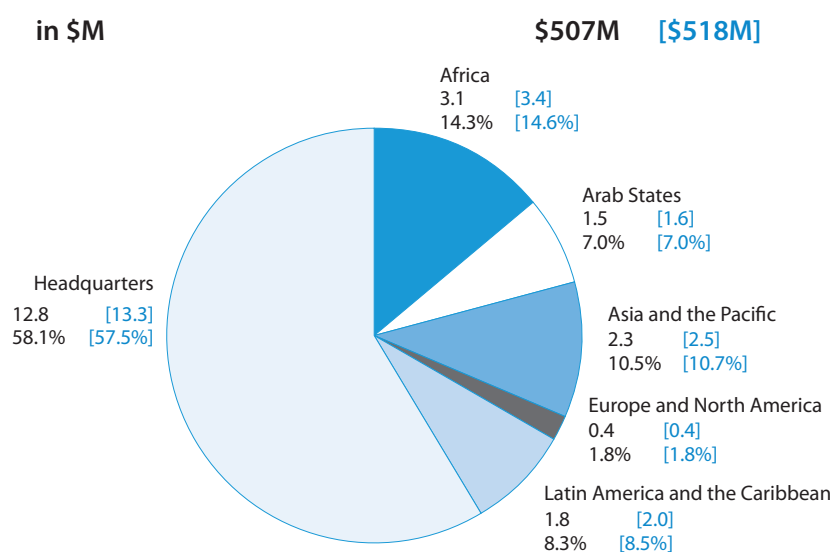
(1) Budgetary priority level indicated in the prioritization ranking of the \$507M Expenditure Plan 2014-2015, as outlined in the Annex of 5 X/EX Decision 2 and 37 C/6.

(2) Projects to be implemented in 2016-2017 for which funds have been received or firmly committed, plus posts financed from Programme Support Costs (PSC) account.

Total resources (staff and operational budget) Regular Programme and Extrabudgetary by result and Regular Programme breakdown by RBB categories (Programme/ Programme Support/Administration) for 38 C/5 Draft ZNG Expenditure Plan (\$507M)



Distribution of Regular Programme resources by Region and Headquarters (staff and operational budget) for Draft 38 C/5 Expenditure Plans (\$507M and \$518M)



Indicative Sector's contribution to Global Priorities

	Priority Africa		Priority Gender Equality	
	\$	%	\$	%
\$507M Expenditure Plan	1 004 638	18.8	3 260 000	61.1
\$518M Expenditure Plan	1 225 756	19.0	3 970 000	61.7

Major Programme V – Communication and information

In the \$507M Expenditure plan, the Communication and Information Sector (CI) has been forced to abolish or downgrade vital field office posts thereby facing difficulties to manage the expectations of stakeholder who still expect UNESCO to deliver more than its resources permit, and increasing the risk on the credibility of the Organization. The demand for UNESCO's services are high and Member States continue to request for active interventions both at normative and operational (country, region) level in the areas of freedom of expression, safety of journalists, media development, ICTs for development, and providing universal access to all in cyberspace.

While enormous efficiency gains became possible for MP V through restructuring and eliminating layers, this however has caused the CI Sector to go further and let go of positions critical to program delivery.

Unless the allocation is increased within the \$518M scenario for MP V, the above situation would continue to destabilize its programme delivery. Given the importance and timeliness of the two programmatic themes 'Free, independent and pluralistic media' and 'ICTs for Development' consideration is sought to strengthening these themes financially. These two themes will be promoted by UNESCO for inclusion within the 2015 post development agendas.

Within MP V, the additional allocation between the two expenditure plans of \$518M and \$507M would be exclusively targeted to increasing the direct programme activities budget.

The following tables present the Performance indicators and related adjusted 2017 targets for MP V expected results under each of the \$507M and \$518M expenditure plans:

Expected Result 1: The environment for freedom of expression, press freedom, journalistic safety and self-regulation strengthened, for both online and offline media platforms, and especially in post-conflict countries and countries in transition, through favourable policies and practices and support to national media institutions

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Awareness raising, monitoring and advocacy for freedom of expression and access to information as a basic human right is increased, and related internationally-recognized legal, ethical and professional standards are applied	<p>– Press freedom, including on the Internet promoted by publications and guidelines, as well as UNESCO's yearly World Press Freedom Prize. Major event organized as well as local activities held on the occasion of WPFDF in at least 50 countries each year; international campaign of sensitization of freedom of expression is promoted</p>	<p>– Press freedom, including on the Internet promoted by publications and guidelines, as well as UNESCO's yearly World Press Freedom Prize. Major event organized as well as local activities held on the occasion of WPFDF in at least 60 countries each year; international campaign of sensitization of freedom of expression is promoted</p>

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
	<ul style="list-style-type: none"> - Policies and norms conducive to freedom of expression, freedom of information, and press freedom strengthened in at least 12 countries, including support for media during elections in at least 3 countries - Self-regulation based media accountability systems enhanced in at least 8 countries, and professional and ethical standards reinforced in at least 12 countries, also through collaboration with media associations 	<ul style="list-style-type: none"> - Policies and norms conducive to freedom of expression, freedom of information, and press freedom strengthened in at least 14 countries, including support for media during elections in at least 4 countries - Self-regulation based media accountability systems enhanced in at least 10 countries, and professional and ethical standards reinforced in at least 15 countries, also through collaboration with media associations
<p>2. International and national campaigns and capacity-building for safety of journalists and dangers of impunity are reinforced</p>	<ul style="list-style-type: none"> - Implementation of the UN Plan of Action on Safety of Journalists and the Issue of Impunity in at least 4 countries and reinforcement of the coordination mechanism at the international level - At least 150 media professionals and government authorities empowered through appropriate training on safety of journalists, related guidelines promoted in at least 5 countries - Contribution to the Universal Periodical Review process of the UN Human Rights Council via submission of relevant information about at least 90 countries 	<ul style="list-style-type: none"> - Implementation of the UN Plan of Action on Safety of Journalists and the Issue of Impunity in at least 5 countries and reinforcement of the coordination mechanism at the international level - At least 250 media professionals and government authorities empowered through appropriate training on safety of journalists, related guidelines promoted in at least 8 countries - Contribution to the Universal Periodical Review process of the UN Human Rights Council via submission of relevant information about at least 90 countries

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
<p>3. An environment for free and independent media enabled and governance and democracy fostered in countries in transition and post-conflict situations</p>	<ul style="list-style-type: none"> – <i>Media independence guaranteed through media legislation, and freedom of information and editorial independence enhanced in at least 4 countries, notably in Africa</i> – <i>Professionalism of journalists improved, including through independent associations, organizations and unions, and voluntary, self-regulatory codes and bodies, where appropriate, in at least 2 post-conflict countries and countries in transition</i> – <i>At least 4 post-conflict countries and countries in transition strengthened their investigative journalism capacity</i> 	<ul style="list-style-type: none"> – <i>Media independence guaranteed through media legislation, and freedom of information and editorial independence enhanced in at least 5 countries, notably in Africa</i> – <i>Professionalism of journalists improved, including through independent associations, organizations and unions, and voluntary, self-regulatory codes and bodies, where appropriate, in at least 3 post-conflict countries and countries in transition</i> – <i>At least 5 post-conflict countries and countries in transition strengthened their investigative journalism capacity</i>

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
4. Member States benefit from special initiatives and knowledge-driven media development projects supported by IPDC	<ul style="list-style-type: none"> – <i>At least 140 media development projects in at least 80 developing countries across all regions; detailed information on all projects, including implementation and evaluation reports, is made available via the project database on IPDC website in line with knowledge-driven media development</i> – <i>Using the IPDC database as a model of good practice, 6 international media support organizations are enlisted to generate, share and use knowledge on media development</i> – <i>Assessments of national media landscapes based on UNESCO's MDIs completed in at least 8 countries, and integrated within programmes to strengthen media development in these countries. Large participation in two thematic debates on media development issues organized within the framework of the IPDC Council sessions</i> – <i>At least 200 journalists, of whom 50% are women, apply new reporting techniques; at least 100 journalists, of whom 50% are women, report on science and development; at least 5 new syllabi, addressing issues of democratic governance, sustainable development and peace are produced and promoted as supplements to the model curricula</i> 	<ul style="list-style-type: none"> – <i>At least 140 media development projects in at least 80 developing countries across all regions; detailed information on all projects, including implementation and evaluation reports, is made available via the project database on IPDC website in line with knowledge-driven media development</i> – <i>Using the IPDC database as a model of good practice, 8 international media support organizations are enlisted to generate, share and use knowledge on media development</i> – <i>Assessments of national media landscapes based on UNESCO's MDIs completed in at least 10 countries, and integrated within programmes to strengthen media development in these countries. Large participation in two thematic debates on media development issues organized within the framework of the IPDC Council sessions</i> – <i>At least 300 journalists, of whom 50% are women, apply new reporting techniques; at least 150 journalists, of whom 50% are women, report on science and development; at least 5 new syllabi, addressing issues of democratic governance, sustainable development and peace are produced and promoted as supplements to the model curricula</i>

Expected Result 2: Pluralistic media institutions facilitated, including by adoption of gender-sensitive policies and through support for strengthened community media policy and practice, while citizens, and particularly youth, are empowered through enhanced media and information literacy (MIL) competencies

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
<p>1. Number of Member States have developed good practices and policies for pluralistic media, particularly community media, to enlarge inclusion and participation</p>	<ul style="list-style-type: none"> - <i>At least 30 community radio stations adapt programming guidelines to strengthen women and young people's representation; at least 5 regulatory bodies introduce community media sustainability policies and community media funding models are piloted in 2 countries</i> - <i>Radio pluralism is strengthened through World Radio Day celebrations in at least 25 countries each year</i> 	<ul style="list-style-type: none"> - <i>At least 40 community radio stations adapt programming guidelines to strengthen women and young people's representation; at least 8 regulatory bodies introduce community media sustainability policies and community media funding models are piloted in 2 countries</i> - <i>Radio pluralism is strengthened through World Radio Day celebrations in at least 30 countries each year</i>
<p>2. Media institutions taking up UNESCO's Gender-Sensitive Indicators for Media (GSIM) or other gender-sensitive actions</p>	<ul style="list-style-type: none"> - <i>At least 4 international/regional associations of media organisations promoting GSIM and a global mechanism for partnerships on gender and media strengthened</i> - <i>At least 20 media institutions and 10 journalism schools are applying GSIM</i> - <i>At least 40 media partners are contributing each year to the action "Women Make the News"</i> 	<ul style="list-style-type: none"> - <i>At least 4 international/regional associations of media organisations promoting GSIM and a global mechanism for partnerships on gender and media strengthened</i> - <i>At least 25 media institutions and 15 journalism schools are applying GSIM</i> - <i>At least 50 media partners are contributing each year to the action "Women Make the News"</i>
<p>3. More citizens, especially youth engaged in knowledge societies, empowered by media, particularly by increased MIL competencies</p>	<ul style="list-style-type: none"> - <i>At least 15 teacher training curricula integrating MIL and at least 5 Member States develop related national policies and strategies</i> - <i>At least 3 international partnerships promoting MIL</i> - <i>At least 12 youth associations engaged in MIL</i> 	<ul style="list-style-type: none"> - <i>At least 20 teacher training curricula integrating MIL and at least 7 Member States develop related national policies and strategies</i> - <i>At least 3 international partnerships promoting MIL</i> - <i>At least 15 youth associations engaged in MIL</i>

Expected Result 3: The Open Solutions for Knowledge Societies programme (open educational resources, open access, free and open source software, open training platform, open data and Open Cloud) and ICT accessibility, including for the disabled, and for all languages, promoted in Member States

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
<p>1. Number of Member States formulating Policy Frameworks and taking concrete measures on Universal Access to Information and Knowledge using ICTs, mobile devices, and Open Solutions with special emphasis on teachers, learners, researchers, information professionals and/or scientists</p>	<ul style="list-style-type: none"> - <i>At least 7 Member States adopting national or regional policies including through the enhanced capacities of national institutions in the areas of OER, OA, FOSS, Open Data and Information Accessibility</i> - <i>At least 10 national-level institutions implementing multilingual, accessible and scalable initiatives in OER, OA, Information Accessibility, including the development of resources, tools and capacity-building for a critical mass of teachers and scientist</i> - <i>10 institutions adopting programmes on smart mobile applications for sustainable development; participatory Disaster Risk Reduction strategies based on: Open Scientific Knowledge Management, FOSS tools and openly licensed GIS data with a focus on youth, especially young women, and local communities</i> 	<ul style="list-style-type: none"> - <i>At least 12 Member States adopting national or regional policies including through the enhanced capacities of national institutions in the areas of OER, OA, FOSS, Open Data and Information Accessibility</i> - <i>At least 15 national-level institutions implementing multilingual, accessible and scalable initiatives in OER, OA, Information Accessibility, including the development of resources, tools and capacity-building for a critical mass of teachers and scientist</i> - <i>15 institutions adopting programmes on smart mobile applications for sustainable development; participatory Disaster Risk Reduction strategies based on: Open Scientific Knowledge Management, FOSS tools and openly licensed GIS data with a focus on youth, especially young women, and local communities</i>
<p>2. Number of teachers effectively harnessing ICT in their professional practice to promote quality learning environments</p>	<ul style="list-style-type: none"> - <i>At least 7 Teacher Education Institutions using the ICT Competency Framework for Teachers</i> 	<ul style="list-style-type: none"> - <i>At least 8 Teacher Education Institutions using the ICT Competency Framework for Teachers</i>
<p>3. Policy support initiatives for open, distance, flexible and online (e-learning) education capitalizing on open solutions</p>	<ul style="list-style-type: none"> - <i>At least 2 policy support and self-directed learning tools for open, distance, flexible and online (e-learning) learning developed</i> 	<ul style="list-style-type: none"> - <i>At least 2 policy support and self-directed learning tools for open, distance, flexible and online (e-learning) learning developed</i>

Expected Result 4: Universal access to information enhanced and documentary heritage preserved in all its forms through a strengthened Memory of the World Programme, and Member States supported in implementing the World Summit on Information Society (WSIS) outcomes

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
<p>1. Safeguarding, preservation and accessibility of information and documentary heritage enhanced in Member States including through the implementation of normative instruments</p>	<ul style="list-style-type: none"> – <i>At least 55 new inscriptions on Memory of the World Register</i> – <i>At least 15 new National Memory of the World Committees and registers set up and Operational</i> – <i>New online platform “UNESCO World atlas of Languages” launched,</i> 	<ul style="list-style-type: none"> – <i>At least 55 new inscriptions on Memory of the World Register</i> – <i>At least 15 new National Memory of the World Committees and registers set up and Operational</i> – <i>New online platform “UNESCO World atlas of Languages” launched,</i> – <i>At least 5 new digital library services established by Member States institutions</i>
<p>2. Member States capacities strengthened to scale-up inclusive and gender-responsive ICT uses, through the implementation of the outcomes of the WSIS Review and UNGIS priorities</p>	<ul style="list-style-type: none"> – <i>Post-2015 international WSIS cooperation in the fields of ICTs, knowledge-sharing and multi-stakeholder partnerships building enhanced, through the co-organization of 1 Global WSIS Meetings</i> 	<ul style="list-style-type: none"> – <i>Post-2015 international WSIS cooperation in the fields of ICTs, knowledge-sharing and multi-stakeholder partnerships building enhanced, through the co-organization of 2 Global WSIS Meetings</i>
<p>3. Internet Governance (IG) issues in UNESCO’s fields of competence prominently included in international debates</p>	<ul style="list-style-type: none"> – <i>Global Internet Governance agenda reinforced through the organization of 1 Open Forum i</i> 	<ul style="list-style-type: none"> – <i>Global Internet Governance agenda reinforced through the organization of 2 Open Fora i</i>
<p>4. Number of Member States integrated quality UNESCO policy development resources/activities (declarations, guidelines, studies, capacity-building initiatives) in the IFAP priority areas into their national information policies</p>	<ul style="list-style-type: none"> – <i>4 Member States integrating information policy resources in their national information strategies</i> 	<ul style="list-style-type: none"> – <i>4 Member States integrating information policy resources in their national information strategies</i>

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
<p>5. Number of Member States implementing evidence based assessment strategies and actions related to Info-Ethics and Media and Information Literacy</p>	<ul style="list-style-type: none"> - 4 SIDS and 4 developing countries implementing strategies and actions in Ethical dimensions - Assessments of country readiness and competencies based on UNESCO's Global Media and Information Literacy Assessment Framework completed in at least 2 countries, and evidence-based data integrated within MIL action plans 	<ul style="list-style-type: none"> - 4 SIDS and 4 developing countries implementing strategies and actions in Ethical dimensions - Assessments of country readiness and competencies based on UNESCO's Global Media and Information Literacy Assessment Framework completed in at least 3 countries, and evidence-based data integrated within MIL action plans

Global Priority Gender Equality

Expected Result 1: Gender-sensitive journalism and gender-sensitive media policies and indicators developed and implemented

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
<p>1. Media institutions taking up UNESCO's gender-sensitive indicators or other gender-sensitive actions, including gender balance at leadership levels.</p>	<ul style="list-style-type: none"> – At least 17 media and civil society partners are contributing each year to the action Women Make the News – At least 5 media institutions and 5 journalism schools are applying GSIM – At least 3 international/ regional associations of media organizations promoting GSIM; at least 2 Member States taking steps to review national policies and strategies in favour of gender-sensitive media – At least 20 authorities (government, regulators, legislators and other) are trained on gender-equality in media operations and content 	<ul style="list-style-type: none"> – At least 20 media and civil society partners are contributing each year to the action Women Make the News – At least 7 media institutions and 7 journalism schools are applying GSIM – At least 4 international/ regional associations of media organizations promoting GSIM; at least 3 Member States taking steps to review national policies and strategies in favour of gender-sensitive media – At least 40 authorities (government, regulators, legislators and other) are trained on gender-equality in media operations and content
<p>2. Member States supported and develop good practices and enabling policies for pluralistic media, particularly community media, to enlarge inclusion and participation.</p>	<ul style="list-style-type: none"> – At least 10 community radio stations adapting programming guidelines to strengthen representation of women and young people 	<ul style="list-style-type: none"> – At least 25 community radio stations adapting programming guidelines to strengthen representation of women and young people
<p>3. Journalists trained to use new reporting techniques and report on science and development.</p>	<ul style="list-style-type: none"> – At least 200 journalists, of whom 50% are women, apply new reporting techniques – At least 100 journalists, of whom 50% are women, report on science and development 	<ul style="list-style-type: none"> – At least 300 journalists, of whom 50% are women, apply new reporting techniques – At least 150 journalists, of whom 50% are women, report on science and development

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
4. Youth, adults and professionals trained to use media and information literacy as a tool to advocate for gender equality.	– At least 100 youth, adults and professionals trained on media and on MIL, capable of using the new competencies to advocate for gender equality	– At least 150 youth, adults and professionals trained on media and on MIL, capable of using the new competencies to advocate for gender equality
5. The Global Alliance on Media and Gender supported and international/ regional partnerships established among media relevant civil society actors to promote awareness on existing gender inequalities and contribute to change.	– At least 2 international/ regional partnerships strengthened and agreement reached to cooperate on joint projects relating to gender equality and media	– At least 2 international/ regional partnerships strengthened and agreement reached to cooperate on joint projects relating to gender equality and media
6. Media organizations supported by UNESCO who use capacities to improve safety of women journalists, and develop relevant partnerships.	– At least 6 organizations improve the safety of women journalists	– At least 8 organizations improve the safety of women journalists

Expected Result 2: Gender equality approaches integrated into strategies and practices for building capacities of women and girls in ICT and into ICT and Knowledge Societies Fora; and gender inclusive access to information and knowledge reinforcement

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Young girls and boys are trained with open-licensed OER and materials, and develop locally relevant FOSS mobile applications for sustainable development and gender equality.	<p><i>Through the YouthMobile Initiative:</i></p> <ul style="list-style-type: none"> – At least 500 young girls and boys fully trained with openly- licensed OER training materials to develop locally relevant FOSS mobile apps for sustainable development and gender equality – At least 2 partnerships established with mobile device manufacturers and software makers, network operators and schools 	<p><i>Through the YouthMobile Initiative:</i></p> <ul style="list-style-type: none"> – At least 800 young girls and boys fully trained with openly- licensed OER training materials to develop locally relevant FOSS mobile apps for sustainable development and gender equality – At least 2 partnerships established with mobile device manufacturers and software makers, network operators and schools

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
2. Percentage of usage of UNESCO databases providing free and easy access to gendered knowledge and data disaggregated by sex	– 50% increase in the number of online databases providing free and easy access to gendered knowledge	– 50% increase in the number of online databases providing free and easy access to gendered knowledge
3. Open Access articles and Open Data repositories for gender equality research created.	– At least 75 new gender equality peer-reviewed scholarly articles released as Open Access and associated research datasets released with the relevant Open Data license	– At least 150 new gender equality peer-reviewed scholarly articles released as Open Access and associated research datasets released with the relevant Open Data license
4. Member States supported to access, develop and share knowledge resources including through broadband-enhanced ICTs, mobile devices and Open Solutions, with special emphasis on teachers, researchers, information professionals and scientists	<ul style="list-style-type: none"> – 4 strategies and best practices developed and piloted in Member States on access to information including for women and girls with disabilities – 10 women figures central to African history integrated into the e-learning platform dedicated to women in African History, as a complementary part of Phase II of the General History of Africa; and similar initiatives in other regions gradually introduced – 5 cases of best practice illustrating quality teaching and learning harnessing ICT in educational environments with a strong gender focus and an accent on the strengthening of the capacity of women and girls 	<ul style="list-style-type: none"> – 4 strategies and best practices developed and piloted in Member States on access to information including for women and girls with disabilities – 15 women figures central to African history integrated into the e-learning platform dedicated to women in African History, as a complementary part of Phase II of the General History of Africa; and similar initiatives in other regions gradually introduced – 7 cases best practice illustrating quality teaching and learning harnessing ICT in educational environments with a strong gender focus and an accent on the strengthening of the capacity of women and girls
5. Number of sessions with an explicit gender perspective organized in WSIS- related fora	– At least 4 gender sessions organized	– At least 4 gender sessions organized

Global Priority Africa

Flagship 6: Promoting an environment conducive to freedom of expression and media development

Expected Result 1: The environment for freedom of expression, press freedom, journalistic safety and self-regulation strengthened, for both online and offline media platforms, and especially in post-conflict countries and countries in transition, through favourable policies and practices.

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
<p>1. Awareness raising, monitoring and advocacy for freedom of expression and access to information as a basic human right is increased and related internationally recognized legal, ethical and professional standards are applied</p>	<ul style="list-style-type: none"> – Press freedom, including on the Internet, promoted by publications and guidelines, as well as UNESCO’s yearly World Press Freedom Prize. Major event organized as well as local activities held on the occasion of WPF in at least 5 African countries each year; and international campaign of sensitization of freedom of expression is conducted – Policies and norms conducive to freedom of expression, press freedom and freedom of information strengthened in at least 2 African countries, including support for media during elections – Criminal libel and sedition laws repealed in 1 African country – Self-regulation based media accountability systems supported in at least 2 African countries, and professional and ethical standards reinforced in at least 2 countries in collaboration with media associations 	<ul style="list-style-type: none"> – Press freedom, including on the Internet, promoted by publications and guidelines, as well as UNESCO’s yearly World Press Freedom Prize. Major event organized as well as local activities held on the occasion of WPF in at least 10 African countries each year; and international campaign of sensitization of freedom of expression is conducted – Policies and norms conducive to freedom of expression, press freedom and freedom of information strengthened in at least 3 African countries, including support for media during elections – Criminal libel and sedition laws repealed in 2 African countries – Self-regulation based media accountability systems supported in at least 3 African countries, and professional and ethical standards reinforced in at least 3 countries in collaboration with media associations

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
2. International and national campaigns and capacity-building for safety of journalists and dangers of impunity are reinforced	<ul style="list-style-type: none"> – Implementation of the UN Plan of Action on Safety of Journalists and the Issue of Impunity in at least 1 African country and reinforcement of the coordination mechanism at the international level – At least 100 media professionals and government authorities trained on safety of journalists, related guidelines promoted in at least 6 countries in Africa – Contribution to the Universal Periodical Review process of the UN Human Rights Council via submission of relevant information about at least 6 African countries 	<ul style="list-style-type: none"> – Implementation of the UN Plan of Action on Safety of Journalists and the Issue of Impunity in at least 1 African country and reinforcement of the coordination mechanism at the international level – At least 150 media professionals and government authorities trained on safety of journalists, related guidelines promoted in at least 6 countries in Africa – Contribution to the Universal Periodical Review process of the UN Human Rights Council via submission of relevant information about at least 6 African countries

Expected Result 2: Independence and sustainability of media institutions are supported, particularly through IPDC projects that are innovative, policy-relevant and knowledge-enhancing, and through capacity-building for journalists and journalism schools

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of journalists, journalism educators and their institutions is increased and their capacities are enhanced	<ul style="list-style-type: none"> – At least 50 journalists, of whom 50% are women, apply new reporting techniques; at least 25 journalists, of whom 50% are women, report on science and development; and 3 new syllabi addressing issues of democratic governance, sustainable development and peace are produced and promoted as supplements to the model curricula 	<ul style="list-style-type: none"> – At least 100 journalists, of whom 50% are women, apply new reporting techniques; at least 50 journalists, of whom 50% are women, report on science and development; and 4 new syllabi addressing issues of democratic governance, sustainable development and peace are produced and promoted as supplements to the model curricula

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
2. Member States develop or reinforce good policies and practices for pluralistic media including media and information literacy	<ul style="list-style-type: none"> - <i>Officials from at least 10 authorities (government, regulators, legislators and other) empowered through training on international standards governing community broadcasting</i> - <i>At least 15 media institutions apply UNESCO's Toolkit for radio with children and youth "Linking Generations through Radio"</i> - <i>Youth media promoted through collaboration with at least 10 broadcasting organizations</i> - <i>Radio pluralism is strengthened through World Radio Day observation in at least 20 African countries each year as a major UNESCO event</i> - <i>MIL Week celebrated annually and promoted on the Internet, and local activities held in at least 2 countries</i> 	<ul style="list-style-type: none"> - <i>Officials from at least 20 authorities (government, regulators, legislators and other) empowered through training on international standards governing community broadcasting</i> - <i>At least 20 media institutions apply UNESCO's Toolkit for radio with children and youth "Linking Generations through Radio"</i> - <i>Youth media promoted through collaboration with at least 10 broadcasting organizations</i> - <i>Radio pluralism is strengthened through World Radio Day observation in at least 20 African countries each year as a major UNESCO event</i> - <i>MIL Week celebrated annually and promoted on the Internet, and local activities held in at least 2 countries</i>

UNESCO Institute for Statistics (UIS)

UIS

Regular Budget			
	ZNG Expenditure Plan (\$507M)	Reinforcement	ZNG+ Expenditure Plan (\$518M)
	\$	\$	\$
UNESCO Institute for Statistics	7 323 500	371 300	7 694 800

For detailed explanations of the columns shown above, please refer to the “Technical note on budgeting methodologies used in the Draft Programme and Budget for 2016-2017 (38 C/5)” under Technical Note and Annexes.

With regard to UIS work under MLA 1 on the development of education indicators and promotion of data use and analysis, a budget reduction from \$653M to \$507M would have a number of negative effects on the Institute’s ability to deliver core data services to Member States and the global development community. In particular, there would not be sufficient funds to support the production of existing and new indicators to monitor the post-2015 agenda. The UIS would also have to reduce the training and capacity-building services provided to national statisticians in Member States (e.g. only one regional training workshop per year instead of four). These cutbacks will have a direct consequence on the quality and coverage of UNESCO’s global education database with fewer countries able to report less data. This will pose a significant risk to UNESCO as a whole given its leadership role in shaping the education goal and targets of the post-2015 Sustainable Development Goals. The database is also the primary source of data used by the EFA Global Monitoring Report as well as every major education report published by partner UN agencies (State of the World’s Children, Human Development Report, MDGs report, and many others).

The reductions will also affect the Institute’s analytical work and initiatives designed to transform data tables into policy-relevant information. Thematic reports, such as a new publication on secondary education, and related interactive tools will have to be suspended despite the demand for these products by Member States and partner organizations.

The budget reductions will also significantly affect UIS activities in MLA3 to develop international statistics on science, technology and innovation (STI); culture, communication and information. The UIS will have to suspend its global innovation survey, which provides important information about the functioning of the business sector in developing countries. The innovation inventory would also be discontinued even though it was designed to help countries develop and improve their own national surveys. Furthermore, UIS would have to reduce its STI capacity-building activities (only one regional workshop per biennium instead of two). As a result, there will be less STI data for fewer countries. Of note, the number of national technical support workshops will not be affected, as these activities are financed by the requesting countries. Finally, work on the revision of the Recommendation concerning the International Standardization of Statistics on Science and Technology will be halted. This is an official UNESCO recommendation that dates back to 1978. Many Member States have requested its revision.

In the field of culture, the UIS will have to suspend its global survey on feature films, which is used to help monitor the diversity of cultural expressions. These data are also used by a range of partners

and featured in international publications such as World Film Market Trends (European Audiovisual Observatory), the UN Statistical Yearbook and the Global Innovation Index (WIPO). Capacity-building activities will also be reduced which will affect the quality of data resulting from the new survey on cultural employment.

Similarly, a budget reduction would impact capacity-building activities in the field of communication and information (only one regional workshop during the biennium instead of two), which would result in a lower response rate to the new global survey on the use of information and computer technology in education. It is important to note that the UIS already suspended its media survey in 2014 due to budget cuts.

The following tables present the performance indicators and related adjusted 2017 targets for the UIS expected results under each of the \$507M and \$518M expenditure plans:

Main Line of Action 1: Development of education indicators and promotion of data use and analysis

Expected Result 1: More relevant and timely education statistics and indicators produced

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. More comprehensive and relevant global education data available to meet the needs of post-2015 goals	– <i>N/a (activity suspended)</i>	– <i>N/a (activity suspended)</i>
2. More comprehensive and relevant regional and national education data available to meet regional and national policy and monitoring needs	<ul style="list-style-type: none"> – <i>New regional modules designed together with local partners that address regional information needs conducted annually</i> – <i>Pilot data collection which collect key indicators at sub-national levels, is implemented</i> 	<ul style="list-style-type: none"> – <i>New regional modules designed together with local partners that address regional information needs conducted annually</i> – <i>Pilot data collection which collect key indicators at sub-national levels, is implemented</i>
3. Availability of education data disaggregated by specific population groups	– <i>Education indicators from censuses and surveys, especially in relation to group differences, are integrated into UIS databases and disseminated</i>	– <i>Education indicators from censuses and surveys, especially in relation to group differences, are integrated into UIS databases and disseminated</i>

Expected Result 2: Appropriate methodologies and standards in the field of education statistics developed, maintained and refined

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Number of Member States with updated mappings of their national education system to ISCED 2011	– At least 80 countries with published ISCED 2011 mappings	– At least 80 countries with published ISCED 2011 mappings
2. Revised classification of fields of education (ISCED-F 2013) implemented in UIS data collections	– All UIS surveys collecting data by fields of education implementing ISCED-F 2013	– All UIS surveys collecting data by fields of education implementing ISCED-F 2013
3. Documents published by UIS to describe new conceptual frameworks and to increase understanding of UIS methodologies and indicators	– 2 methodological documents	– 2 methodological documents
4. Number of countries with data on mean years of schooling (MYS) in UIS Data Centre	– 130 countries with data for 1950-2016	– 130 countries with data for 1950-2016
5. Number of indicators for monitoring of post-2015 education targets with data in the UIS database	– The UIS database contains data for all indicators to monitor post-2015 education targets for which values can be calculated from available data	– The UIS database contains data for all indicators to monitor post-2015 education targets for which values can be calculated from available data

Expected Result 3: Capacities of national statisticians strengthened in the production and use of national and comparative education data

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Training workshops conducted for education planners and policymakers on the use and analysis of data for results-based decision making covering all regions	– 4-8 regional workshops (1-2 per year)	– 8-12 regional workshops (2-3 per year)
2. Technical guidance provided and/or data quality assessments conducted and the recommendations implemented by Member States	– Technical missions or data quality assessments conducted and recommendations implemented in at least 8 Member States (2 per year)	– Technical missions or data quality assessments conducted and recommendations implemented in at least 12 Member States (3 per year)

Expected Result 4: Use and analysis of education statistics promoted

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Data-driven thematic reports produced	– Education data released twice per year via the UIS Data Centre	– Education data released twice per year via the UIS Data Centre
2. Data presented more visually	– E-atlases in new platform and other thematic visualizations provided via the UIS website	– E-atlases in new platform and other thematic visualizations provided via the UIS website
3. Technical, analytical, and informative products developed	– 6 factsheets per year	– 6 factsheets per year

Main Line of Action 2: Development of international statistics on education outcomes

Expected Result 5: A common framework to produce comparative analysis and international monitoring of progress in learning outcomes used by the international education community

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Catalogue of national and international initiatives on the assessment of learning outcomes of school children established and used by Member States	– Student assessment initiatives in at least 100 countries analyzed	– Student assessment initiatives in at least 100 countries analyzed
2. Good working practices are identified and used in oral assessments of reading proficiency	– Consensus built among measurement stakeholders. Common framework promoted	– Consensus built among measurement stakeholders. Common framework promoted

Main Line of Action 3: Development of international statistics on science, technology and innovation; culture, communication and information

Expected Result 6: Timely statistical information and analysis on research and development and innovation statistics made available to Member States

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. STI database extended	<ul style="list-style-type: none"> – Net response rate of 25% for countries to which UIS sends an R&D questionnaire – R&D metadata available for all countries with R&D data in the UIS database 	<ul style="list-style-type: none"> – Net response rate of 25% for countries to which UIS sends an R&D questionnaire – R&D metadata available for all countries with R&D data in the UIS database
2. Methodologies developed to assist Member States in carrying out STI surveys	<ul style="list-style-type: none"> – At least 5 developing countries requesting assistance in carrying out an R&D or innovation survey yearly 	<ul style="list-style-type: none"> – At least 5 developing countries requesting assistance in carrying out an R&D or innovation survey yearly
3. Number of countries/participants where capacities have been enhanced to collect STI statistics	<ul style="list-style-type: none"> – 14 countries in 2 regional workshops (1 regional workshop per 2 years) – 8 technical assistance workshops (4 per year) 	<ul style="list-style-type: none"> – 20 countries in 2 regional workshops (1 regional workshop per 2 years) – 8 technical assistance workshops (4 per year)
4. Reports and other electronic materials prepared that promote the use of STI indicators and their linkages to development issues	<ul style="list-style-type: none"> – 50 requests received for R&D and innovation data by UIS (25 per year) 	<ul style="list-style-type: none"> – 50 requests received for R&D and innovation data by UIS (25 per year)

Expected Result 7: Timely and policy-relevant statistical information and analysis of cultural statistics are available to Member States

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Increase in the number of methodological resource documents produced to support the development of cultural statistics globally	<ul style="list-style-type: none"> – At least 2 methodological resources produced 	<ul style="list-style-type: none"> – At least 2 methodological resources produced
2. Cross-nationally comparable data and indicators produced and featured in a wide range of global reports	<ul style="list-style-type: none"> – The availability of new data and indicators for the UIS Survey of Cultural Employment Statistics 	<ul style="list-style-type: none"> – The availability of new data and indicators for dissemination for the UIS Survey of Cultural Employment Statistics

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
3. An increase in the number of national statisticians and cultural officers trained to collect, analyse, and use cultural statistics	– 2 regional training workshops conducted (1 workshop per 2 years)	– 4 regional training workshops conducted (1 workshop per year)

Expected Result 8: Timely and policy-relevant statistical information and analysis on communication statistics are available to Member States

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Global data on ICT in education are available and regularly updated	– Response rate of 45% of the 2017 ICT in education global survey	– Response rate of 45% of the 2017 ICT in education global survey

Main Line of Action 4: Reinforcement of cross-cutting statistical activities

Expected Result 9: Quality of data produced by UIS constantly monitored and improved

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Governance and Quality frameworks reinforced	<ul style="list-style-type: none"> – Key performance indicators of Response Rates to UIS surveys and of Timeliness are published for all UIS survey activities – Key performance indicators for data coverage and completeness are published for UIS education and Research and Development surveys. – Survey planning and execution involves all internal UIS stakeholders 	<ul style="list-style-type: none"> – Key performance indicators of Response Rates to UIS surveys and of Timeliness are published for all UIS survey activities – Key performance indicators for data coverage and completeness are published for UIS education and Research and Development surveys. – Survey planning and execution involves all internal UIS stakeholders
2. Efficiency and efficacy of data exchanges with other organisations improved	– Fully automated data exchange with OECD and Eurostat established for the Education survey	– Fully automated data exchange with OECD and Eurostat established for the Education survey

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
3. Efficiency and efficacy of UIS internal coordination, processes, data and metadata management, and tools taking into account the entire data lifecycle, are improved	<ul style="list-style-type: none"> – 10 % reduction in the cost of collection and processing – Systems and Processes adapted to Modular Questionnaires and regional/global collections – Data Production Steering Committee established and a prioritized plan elaborated 	<ul style="list-style-type: none"> – 10 % reduction in the cost of collection and processing – Systems and Processes adapted to Modular Questionnaires and regional/global collections – Data Production Steering Committee established and a prioritized plan elaborated
4. Number of Member States where statistical capacities have been enhanced as a result of UIS field staff interventions	<ul style="list-style-type: none"> – Arab states: 7 – Asia and the Pacific: 30 – Latin America & the Caribbean: 35 – Sub-Saharan Africa: 35 	<ul style="list-style-type: none"> – Arab states: 7 – Asia and the Pacific: 30 – Latin America & the Caribbean: 35 – Sub-Saharan Africa: 35

Expected Result 10: Access to and use of UIS data are made easier, more efficient and better adapted to users' requirements

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
1. Partnerships with data mediators (second-party websites) to improve the dissemination of UIS established or reinforced	<ul style="list-style-type: none"> – At least 2 new partnerships with data mediators established. – UIS data visually present on UNESCO HQ website and on regional UNESCO website – UIS Open Data web service implemented – At least 5 external sites with stale/outdated data transitioned to new automated methods to ensure data is always up to date 	<ul style="list-style-type: none"> – At least 2 new partnerships with data mediators established – UIS data visually present on UNESCO HQ website and on regional UNESCO website – UIS Open Data web service implemented – At least 5 external sites with stale/outdated data transitioned to new automated methods to ensure data is always up to date
2. UIS Website as well as DataCentre products and services kept current, relevant, and regularly enhanced	<ul style="list-style-type: none"> – UIS DataCentre enhanced twice per year 	<ul style="list-style-type: none"> – UIS DataCentre enhanced twice per year

Performance indicators	Targets 2017	
	38 C/5 Expenditure Plan \$507M	38 C/5 Expenditure Plan \$518M
3. Efficiency and Efficacy of internal dissemination practices improved	<ul style="list-style-type: none"> - <i>At least 5 datasets currently disseminated manually transitioned to automated methods</i> - <i>Dissemination of all datasets transitioned to automatic notification to partners of updates</i> - <i>Data harmonised between datasets disseminated externally and UIS DataCentre</i> 	<ul style="list-style-type: none"> - <i>At least 5 datasets currently disseminated manually transitioned to automated methods</i> - <i>Dissemination of all datasets transitioned to automatic notification to partners of updates</i> - <i>Data harmonised between datasets disseminated externally and UIS DataCentre</i>

Management of Field Offices

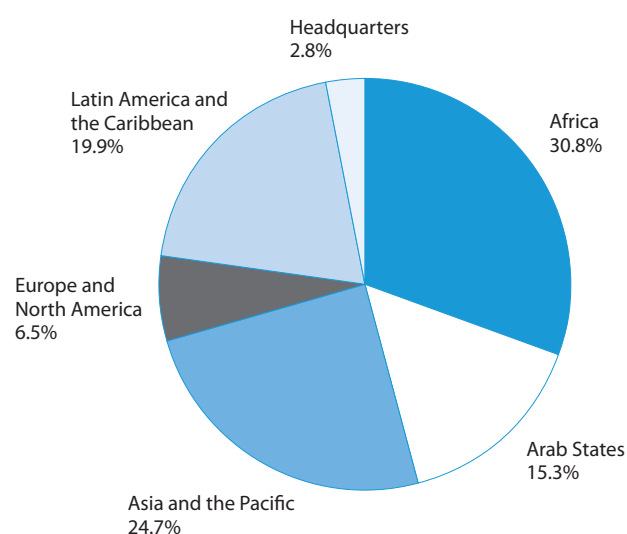
Field – 1

Regular Budget		Total 38 C/5 Proposed \$507M/\$518M	Extrabudgetary Resources ⁽¹⁾
Management of Field Offices		\$	\$
1	Field offices operating costs	25 101 100	1 224 500
2	Field Management of decentralized programme (staff)	55 635 200	-
Total, Management of Field Offices		80 736 300	1 224 500

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

Region/Headquarters	Regular budget breakdown by region			
	Field Management of decentralized programme (staff)	Field offices operating costs	Total	
	\$	\$	\$	%
Africa	16 599 200	8 250 700	24 849 900	30.8
Arab States	9 434 500	2 922 900	12 357 400	15.3
Asia and the Pacific	13 279 500	6 660 300	19 939 800	24.7
Europe and North America	3 371 600	1 879 800	5 251 400	6.5
Latin America and the Caribbean	11 834 100	4 229 400	16 063 500	19.9
Total, Field	54 518 900	23 943 100	78 462 000	97.2
Headquarters	1 116 300	1 158 000	2 274 300	2.8
Total, Management of Field Offices	55 635 200	25 101 100	80 736 300	100.0

Regular Budget



Field – 1

Items of Expenditure	Regular Budget			Extrabudgetary Resources ⁽¹⁾
	Operational budget	Staff budget	Total 38 C/5 Proposed \$507M/\$518M	
		\$	\$	
1. Field Management of decentralized programmes				
Staff (established posts)		55 635 200	55 635 200	-
2. Field office operating costs				
I. Field office running costs				1 224 500
Temporary assistance	4 650 000		4 650 000	
Overtime	129 300		129 300	
Staff Mission Costs	1 310 000		1 310 000	
Consultants and Experts Costs	-		-	
Contracted Services	2 175 000		2 175 000	
External Training, Grants and Other Transfers	450 000		450 000	
Supplies, Consumables & Other Running Costs	16 276 800		16 276 800	
Other Expenses	-		-	
Subtotal	24 991 100	-	24 991 100	1 224 500
II. Sums administered for the reinforcement of field offices				
UNESCO's participation in pilots for the 'One UN' initiative	110 000		110 000	
Subtotal	110 000	-	110 000	-
Total, Field office operating costs	25 101 100	-	25 101 100	1 224 500
Total, Management of Field Offices	25 101 100	55 635 200	80 736 300	1 224 500

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

Implementation of the \$507M Expenditure Plan will imply:

- The roll-out of the field reform to other regions could not be envisaged leading to the continuation of the current dual structure (Africa reformed network vis-a-vis three tier structure in other parts of the world) thereby preventing achievement of homogeneity of the structure, programme implementation, reporting and accountability lines;
- Constrained programme delivery capacities of the Field Offices as a result of limited operating costs;
- Difficulty for Directors/Heads of Field Offices to ensure representational functions due to very limited travel budgets;
- Lack of contingency financial resources for emergencies/unforeseen circumstances (i.e. move of premises);
- Recourse to temporary assistance for regular functions of the office as a result of reduced number of fixed term posts (support/administrative).

Expected Result 1: Field presence strategy further implemented

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
<p>1. First phase of UNESCO's reform of its field network (Africa) consolidated</p>	<p>– <i>UNESCO Field reform in Africa in place; further roll-out of the Field reform to other regions subject to decisions by UNESCO Governing Bodies</i></p>
<p>2. Coordination of interaction between Headquarters and Field units on complex management issues</p>	<p>– <i>Field Offices across all regions supported and provided with answers/guidance as appropriate</i></p>
<p>3. Performance assessment of all Directors and Heads of Field Offices completed</p>	<p>– <i>Performance assessment of all Directors/Heads of Field Offices completed at the end of 2017</i></p>
<p>4. Strengthened capacity for management in Field Offices; establishment of alternative solutions to the regional administrative platforms through strengthening Multi sectoral and Regional Offices administrative units; staffing and assessment of administrative units in Field Offices; and allocation and monitoring of Field Office operating budgets and providing backstopping for all Field Office administrative units</p>	<p>– <i>Performance assessment of all AOs of Field Offices completed at the end of 2017</i> – <i>Backstopping provided to all Field Office AO units with vacant position and guidance provided as appropriate</i></p>

II.B – Programme-related services

Part II.B – 1

Regular Budget		Total 38 C/5 Proposed \$507M/\$518M	Extrabudgetary Resources ⁽¹⁾
Programme-Related Services			
Chapter 1	Coordination and monitoring of action to benefit Africa	\$	\$
	Operational budget	598 500	–
	Staff budget	3 574 900	–
	Total, Chapter 1	4 173 400	–
Chapter 2	Coordination and monitoring of action to implement Gender Equality		
	Operational budget	316 100	–
	Staff budget	1 293 000	377 000
	Total, Chapter 2	1 609 100	377 000
Chapter 3	UNESCO's response to post-conflict and post-disaster situations		
	Operational budget	314 500	–
	Staff budget	660 300	–
	Total, Chapter 3	974 800	–
Chapter 4	Strategic planning, programme monitoring and budget preparation		
	Operational budget	1 140 200	865 000
	Staff budget	5 561 300	6 808 100
	Total, Chapter 4	6 701 500	7 673 100
Chapter 5	Organization-wide knowledge management		
	Operational budget	318 500	–
	Staff budget	4 398 500	2 775 200
	Total, Chapter 5	4 717 000	2 775 200
Chapter 6	External relations and public information		
	Operational budget	1 454 200	200 000
	Staff budget	18 220 000	691 400
	Total, Chapter 6	19 674 200	891 400
	Total, Operational budget	4 142 000	1 065 000
	Total, Staff budget	33 708 000	10 651 700
	Total, Part II.B	37 850 000	11 716 700

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

Part II.B – 2

Items of Expenditure		Regular Budget			Extrabudgetary Resources ⁽¹⁾
		Operational budget	Staff budget	Total 38 C/5 Proposed \$507M/\$518M	
		\$	\$	\$	\$
Chapter 1	Coordination and monitoring of action to benefit Africa				
I.	Staff (established posts)		3 574 900	3 574 900	-
II.	Other costs:				-
	Temporary assistance	78 000		78 000	
	Overtime	-		-	
	Delegates & External Individual Missions	82 000		82 000	
	Staff Mission Costs	80 000		80 000	
	Consultants and Experts Costs	-		-	
	Contracted Services	94 000		94 000	
	External Training, Grants and Other Transfers	-		-	
	Supplies, Consumables & Other Running Costs	199 100		199 100	
	Other Expenses	65 400		65 400	
	Total, Chapter 1	598 500	3 574 900	4 173 400	
Chapter 2	Coordination and monitoring of action to implement Gender Equality				
I.	Staff (established posts)		1 293 000	1 293 000	377 000
II.	Other costs:				-
	Temporary assistance	20 000		20 000	
	Delegates & External Individual Missions	25 000		25 000	
	Staff Mission Costs	150 000		150 000	
	Consultants and Experts Costs	15 000		15 000	
	Contracted Services	20 000		20 000	
	External Training, Grants and Other Transfers	25 000		25 000	
	Supplies, Consumables & Other Running Costs	56 100		56 100	
	Other Expenses	5 000		5 000	
	Total, Chapter 2	316 100	1 293 000	1 609 100	377 000
Chapter 3	UNESCO's response to post-conflict and post-disaster situations				
I.	Staff (established posts)		660 300	660 300	-
II.	Other costs:				-
	Temporary assistance	30 000		30 000	
	Delegates & External Individual Missions	11 000		11 000	
	Staff Mission Costs	73 000		73 000	
	Consultants and Experts Costs	130 000		130 000	
	Contracted Services	31 000		31 000	
	External Training, Grants and Other Transfers	-		-	
	Supplies, Consumables & Other Running Costs	21 500		21 500	
	Other Expenses	18 000		18 000	
	Total, Chapter 3	314 500	660 300	974 800	-
Chapter 4	Strategic planning, programme monitoring and budget preparation				
I.	Staff (established posts)		5 561 300	5 561 300	6 808 100
II.	Other costs:				865 000
	Temporary assistance	150 000		150 000	
	Delegates & External Individual Missions	5 000		5 000	
	Staff Mission Costs	260 000		260 000	
	Consultants and Experts Costs	120 000		120 000	
	Contracted Services	50 000		50 000	
	External Training, Grants and Other Transfers	40 000		40 000	
	Supplies, Consumables & Other Running Costs	475 900		475 900	
	Other Expenses	39 300		39 300	
	Total, Chapter 4	1 140 200	5 561 300	6 701 500	7 673 100
Chapter 5	Organization-wide knowledge Management				
I.	Staff (established posts)		4 398 500	4 398 500	2 775 200
II.	Sums administered on behalf of the Organization as a whole	318 500		318 500	-
	Total, Chapter 5	318 500	4 398 500	4 717 000	2 775 200

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

Items of Expenditure	Regular Budget			Extrabudgetary Resources ⁽¹⁾
	Operational budget	Staff budget	Total 38 C/5 Proposed \$507M/\$518M	
	\$	\$	\$	\$
Chapter 6 External relations and public information				
I. Staff (established posts after restructuring)		18 220 000	18 220 000	691 400
II. Other costs:				200 000
Temporary assistance	200 000		200 000	
Overtime	5 500		5 500	
Delegates & External Individual Missions	80 000		80 000	
Staff Mission Costs	300 000		300 000	
Consultants and Experts Costs	70 000		70 000	
Contracted Services	70 000		70 000	
External Training, Grants and Other Transfers	50 000		50 000	
Supplies, Consumables & Other Running Costs	678 700		678 700	
Other Expenses			-	
Total, Chapter 6	1 454 200	18 220 000	19 674 200	891 400
Total, Part II.B	4 142 000	33 708 000	37 850 000	11 716 700

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

Chapter 1 – Coordination and monitoring of action to benefit Africa

The revision of “benchmarks” for 2017 in the context of the \$507 million expenditure plan is mainly owing to the reduction of the budget allocated to the Africa Department and the resulting staff cut. This is reflected in a reduced impact in terms of mobilizing partners and fewer consultation frameworks, projects, events and publications. The number of countries participating in the “Make Peace Happen” campaign is also affected by the reduction.

Expected Result 1: Impact of UNESCO’s programmes in Africa enhanced and strengthened by means of improved identification of the continent’s priority development requirements and joint/shared implementation, in particular with the African Union, other United Nations system agencies and/or a network of bilateral and multilateral partners comprising civil society and the private sector, in order to support initiatives and flagship projects for global priority Africa

Performance indicators	Targets 2017 38 C/5 Expenditure Plan \$507M
1. Framework for consultation, coordination and partnerships encompassing UNESCO, AU/ NEPAD, RECs, IGOs, civil society and the private sector, established and operational	<ul style="list-style-type: none"> – Number of joint African Union/UNESCO projects (3) established, through the joint mobilization of extrabudgetary funds in the context of South-South and North-South cooperation – 2 cooperation agreements with specialized IGOs, regional banks and private partners signed for the implementation of specific projects – Official relations established between UNESCO and 5 regional African and African diaspora NGOs

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
2. Active participation substantively, technically and in leadership terms in joint programmes and in the United Nations system's regional coordination mechanisms in Africa, in particular with regard to the coordination of thematic groups/subgroups under UNESCO's responsibility	– <i>Science cluster and the education, culture and youth subgroup coordinated</i>
3. Interdisciplinary network of African and other regional think tanks, with emphasis on priority needs/topics in UNESCO's fields of competence, formed	– <i>Network formed through partnership agreements</i>
4. Conferences and seminars held and publications produced and disseminated on priority issues concerning or of interest to Africa, thus informing the world post-2015 development agenda and the network's activities	– <i>2 conferences/seminars held and related publications disseminated</i>

Expected Result 2: Regional organizations, Member States and civil society in Africa mobilized for the culture of peace and supporting the African Union's "Make Peace Happen" campaign

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. Number of countries supporting the "Make Peace Happen" campaign by taking awareness-raising action nationally, in particular the celebration of International Day of Peace on 21 September	– <i>More than 10 African countries</i>
2. Mechanisms for reflection (regional and subregional forums) and mobilization of civil society established in cooperation with the African Union and the regional economic communities	– <i>A forum held twice yearly in cooperation with the African Union Commission and the regional economic communities</i>

Chapter 2 – Coordination and monitoring of action to implement Priority Gender Equality

Implementation of the \$507M Expenditure Plan will:

- Reduce process review and training activities, relating to regular and systematic back-stopping for Workplan preparation and analysis for Priority GE as well as remedial training activities, especially for Field Offices and the Institutes.
- Eliminate compliance and monitoring functions. Real-time monitoring activities piloted by ODG/GE in 2013 will need to be suspended leading to (i) suspension of impact assessment from the beneficiary perspective; (ii) building a knowledge base for the effective implementation of projects

and achievement of GE results; (iii) building evidence base in terms of concrete impact at the field level.

- Reduce analytical reporting capacity based on above.
- Reduce advocacy and sensitization initiatives, especially those which require external expert participation, hence negatively impacting UNESCO's visibility and hence, opportunities for funds mobilization and partnership development.
- Reduce engagement in UN System-wide initiatives and processes thereby adversely impacting on UNESCO's presence and positioning in Members States and in the UN System resulting in an undermining of UNESCO's relevance and recognition of its specific functions (example normative, policy setting) in its domains as they pertain to gender equality.

Expected Result 1: Systematic and comprehensive contribution to gender equality and women's empowerment ensured in UNESCO's areas of expertise in pursuing its two overarching objectives of lasting peace and sustainable development with improved capacity

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. Percentage of UN-SWAP indicators where UNESCO meets requirements	– 80%
2. Percentage of relevant workplans that mainstream GE considerations through the project cycle	– 45%
3. Number of gender specific programmes and/or workplans across the Organization	– 3 gender specific programmes – 15-20 gender specific workplans
4. Number of activities focusing on gender stereotypes, women's leadership or GBV	– 6
5. Percentage of UNESCO GE trainees using the newly acquired knowledge and skills	– 60% of trainees
6. Number of UNESCO staff who participate in training sessions on gender equality by grade and by sex	– 150 staff of whom 50% are women and 50% are men, and at least 30% grade P4 and above.

Expected Result 2: UNESCO positioned as a visible actor at the international, regional and country levels in promoting gender equality in all its fields of competence, including through advocacy, networking and innovative partnerships

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. Number of interagency coordination mechanisms related to gender equality to which UNESCO is invited to make a substantive contribution	– 6

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
2. Number of active partnership agreements concluded across the Organization with a focus on GE or women's empowerment	– 6
3. Number of research centres and networks established in support of GEAP II focus areas	– 1
4. Number of high visibility reports about GE or containing a chapter/part on GE.	– 5

Expected Result 3: Equal career opportunities for staff and parity at the decision-making level promoted by UNESCO's organizational culture

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. Percentage of male and female staff at D-level and above	– 40-42%
2. Percentage of supervisors who include GE in the criteria for the performance appraisal of staff under their supervision	– 40%
3. Percentage of GFPs who have 20 % of their time allocated to GFP functions in their JD	– 30%
4. Percentage of overall resources allocated to GE	– 10-20%

Chapter 3 – UNESCO's response to post-conflict and post-disaster situations

Implementation of the \$507M Expenditure Plan will diminish UNESCO's ability to initiate a swift and coordinated response to all crises and transition situations in a systematic manner. As an active "responder", UNESCO is participating in damage and needs assessment exercises and in UN-coordinated planning processes, as well as providing seed funding to meet urgent needs. With the \$507M Expenditure Plan, UNESCO would need to adopt a selective approach, where it would exclude itself from the onset from response to some major crises.

In addition, UNESCO's visibility and high-level advocacy in relation to crisis would be reduced. The \$507M Expenditure Plan will imply a substantial cut on activities which ensure UNESCO's positioning as a global advocate notably for the protection of education and culture in times of conflict. This, in turn, may reduce opportunity for funds mobilization and partnership development.

Expected Result 1: Effective response to crisis situations through backstopping of field offices and enhancing of their capacities to engage in crisis situations, planned and coordinated action integrated in the overall humanitarian response, and crisis-response projects funded through United Nations appeals and other financing modalities

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. Ability of UNESCO to respond in a timely manner to humanitarian needs by participating in damage and needs assessment exercises and in UN-coordinated planning processes	– <i>Selective participation of UNESCO in UN-coordinated efforts to respond to major crisis</i>
2. Percentage of UNESCO projects included in UN-coordinated appeals which have received funding	– <i>20% of proposed project funding received</i>

Expected Result 2: Contribution to and integration into global United Nations (and other) crisis coordination mechanisms and processes

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
– <i>Active participation in major United Nations and international coordination mechanisms, fora and networks</i>	– <i>UNESCO strengthens existing key partnerships and participates in select high-impact global coordination mechanisms</i>

Expected Result 3: Supporting in-house capacity for disaster preparedness, conflict prevention and peacebuilding activities, particularly by providing knowledge management services

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
– <i>Increased visibility and response capacity in disaster preparedness and crisis response</i>	– <i>Priority areas of crisis preparedness and response promoted online and through in-house knowledge management platform</i>

Chapter 4 – Strategic planning, programme monitoring and budget preparation

The \$507M Expenditure Plan will imply a reduction of BSP’s operating budget (by two-thirds compared with the 653 scenario, and by 14% compared with its 2014-2015 workplan situation) further diminishing BSP’s capacity to provide effective and timely backstopping to decentralized units, further reducing its capacity-building training to Field Offices related to UN reform, RBM and fund-raising; capacities in the budget and reporting area will be further diminished, adversely affecting the preparation of budgets and the application of the newly defined reports on programme execution and associated mechanisms. It will further limit BSP’s ability to support resource mobilization efforts and to engage in exploratory discussions with potential donors and partners. In addition, BSP’s capacity to coordinate and support

Field units (including through the 2% modality) will be affected. The reduction in suitably trained and supported UNESCO staff, particularly in the Field, may adversely impact the quality of programme design, monitoring and reporting, and participation in UN mechanisms.

Expected Result 1: Programming, monitoring and reporting functions carried out in line with UNESCO's results-based management and budgeting approach and in compliance with the strategic orientations and the programming framework and priorities set by the Governing Bodies and the Director-General

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. Draft Budget for 2016-2017 and Draft Programme and Budget for 2018-2021 (39 C/5) prepared in line with UNESCO's RBM and RBB approach and endorsed by the General Conference	– <i>Draft Budget for 2016-2017 and Draft 39 C/5 prepared in line with the decisions of the governing bodies</i>
2. Regular reports on programme execution prepared and quality of information improved	– <i>New format of EX/4 prepared in line with the decisions of the governing bodies</i>
3. All Directors/Heads of Field Offices provided with strategic/managerial advice and backstopping towards effective functioning of the offices	– <i>Improved functioning of the field network accompanied by streamlined reporting lines and accountability</i>

Expected Result 2: Volume of extrabudgetary resources increased and channels and methods for resource mobilization enhanced especially with regard to emerging donors, private sector partnerships and innovative financing approaches

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. Total amount of voluntary contributions	– <i>Between \$340 million and \$350 million</i>
2. Number of agreements with private sector partners	– <i>10% increase over 4 years</i>
3. Number of review/steering committee meetings organised on an annual basis for joint planning and review	– <i>On an annual basis, between 10 and 15 review/steering committee meetings</i>
4. Number of agreements with emerging donors, including the mobilisation of domestic resources through self-benefitting agreements	– <i>5% increase over 4 years</i>

Expected Result 3: UNESCO's programmatic contribution in the context of the United Nations reform and United Nations interagency cooperation articulated and strengthened at the country, regional and global levels

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
<p>1. Active participation in United Nations system mechanisms (e.g. undg, hlcp, ceb, uncts) at global/inter-agency levels with improved identification of UNESCO's strategic concerns and programmatic input in main UN joint initiatives</p>	<ul style="list-style-type: none"> - UNESCO is represented in main UN reform initiatives at global/inter-agency level - UNESCO's strategic and programmatic concerns are reflected in main UN joint initiatives at global level and in a majority of country-level initiatives, including CCA/UNDAF, DaO/SOP pilots, etc
<p>2. Number of Field Offices supported, including through timely reinforcement funds from the 2% modality, in their participation in common country and/or regional programming initiatives (UNDAF and equivalent; Regional undg Team)</p>	<ul style="list-style-type: none"> - At least 75% of UNDAF roll-outs supported (upon request) - Each R/undg representative supported (upon request) at least once per biennium

Chapter 5 – Organization-wide knowledge management

Implementation of the \$507M Expenditure Plan will imply:

- Lack of investment in knowledge and information systems hampers the Organization from efficient, effective and modern programme delivery
- Software development capability of KMI remains too low and will focus on maintenance only; all new development needs additional funds

Expected Result 1: Strategy for knowledge management and information and communication technologies implemented

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
<p>1. Significant, visible improvement of the strategic directions as defined in the KM & ICT Strategy</p>	<ul style="list-style-type: none"> - Improved transparency and systems support to programme specialists - Process simplification resulting in staff time gains - Use of collaborative platforms is common practice
<p>2. Optimized business processes for effective and efficient programme delivery using KM & ICT</p>	<ul style="list-style-type: none"> - (Extrabudgetary funds required)

Chapter 6 – External relations and public information

Since the last session of the General-Conference, the Sector for External Relations and Public information has engaged in a major restructuring process aiming at creating a simplified and streamlined structure. Staff members have been reassigned to services in need and new modalities of action have been put into place to achieve further efficiency and reduce costs. This objective has been successfully attained and the Sector has undergone about 40% reduction in its staff costs and a 50% reduction in its activity budget.

Despite the financial situation, it is important for the Organization to continue providing services to Member States while at the same time increasing its visibility and outreach.

Should ERI undergo further cuts, its staffing situation will not be viable and will not allow delivering the quality service Member States and partners rightfully expect. It may even cause potential detriment to the services provided.”

Expected Result 1: Cooperation with Member States increased, particularly through their Permanent Delegations to UNESCO and the established groups of Member States at UNESCO; better access to information tools and material provided; quality of online content improved

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. Director-General visits and bilateral meetings in/with Member States coordinated	– <i>Briefings for Director-General visits improved.</i> – <i>Coordination with Programme Sectors enhanced in preparing and following up these visits</i>
2. Plenary meetings of established groups of Member States organized with the support of the Secretariat	– <i>15 meetings organized</i>
3. Orientation Seminars for new Permanent Delegations organized	– <i>5 seminars</i>

Expected Result 2: Contribution of National Commissions to the implementation and review of UNESCO's programmes at different levels improved and made more effective through regular consultations, interactions and capacity-building activities

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. Interregional meeting for strengthening the operational capacities of National Commissions organized annually	– <i>Support to be given to Africa, LDCs, post-conflict countries and SIDS in particular in these meetings. Total number of participants – 130</i>
2. Annual Report of NatComs published and other communication tools established/produced	– <i>More than 140 national contributions included</i>

Expected Result 3: UNESCO's involvement in the United Nations system enhanced and its lead role in key areas emphasized; cooperation with intergovernmental organizations reinforced in UNESCO areas of competence, especially through memorandums of understanding; networks of NGOs in official partnership with UNESCO revitalized, renewed and widened, and its visibility increased

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. Number of new NGOs entering into official partnership from regions underrepresented	– Ratio 75/25
2. Number of events organized in cooperation with the NGO-UNESCO Liaison Committee on UNESCO's priorities themes or for celebrating international days	– 4
3. Regular screenings of partnership undertaken and recommendations implemented	– Updated information on last two years available
4. Inclusion of UNESCO and its core competencies in UN meetings, documents and decisions	– UNESCO's specific strategic role in the implementation of the post-2015 development agenda more widely recognized
5. Timely preparation of UNESCO's contribution to SG's reports to the General Assembly, the ECOSOC and other UN inter-agency mechanisms and governing bodies	– Quality of UNESCO's contribution to UN reports recognized by Members States

Expected Result 4: UNESCO's activities and priorities given increased and more positive coverage in leading national and international media outlets inducing better knowledge of UNESCO's mission and mandate by the media

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. Number of articles in global news media in which UNESCO is mentioned (227,000 sources); and the number of articles in which UNESCO is mentioned in the title or first paragraph in the top 10 percent of news sources (9,429 sources)	– 40,000 articles annually in the top ten percent of news websites, in which UNESCO is mentioned in the title or first paragraph

Expected Result 5: Visibility of UNESCO enhanced through increased use of UNESCO's audiovisual materials (including videos and photos) by social media, mainstream television and other multimedia information sources

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. Number of B-rolls and photos downloaded from UNESCO's multimedia pages	– 400 B-rolls/photos
2. Consultation of the web site (Multimedia webpage and Youtube)	– 5,000,000

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
3. Number of photographs of UNESCO events distributed and/or ordered online	– 20,000 photographs

Expected Result 6: Shift to open access publishing for UNESCO-produced content ensured; publications programme enhanced through strategic publishing projects with key partners; UNESCO branding and merchandizing capacities improved, with a better evaluation of the impact of UNESCO's name and logo, and an improved strategy for their use

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. Increased number of downloads	– 8 million downloads
2. Increased number of translations and adaptations of UNESCO publications	– 70 official derivatives
3. Increase in number of press articles, on-line sourcing and blogs concerning UNESCO Publications	– 300
4. Increase in number of co-branding partnerships	– 35 partnerships
5. Annual Report in more languages versions and with a web-based version	– Annual Report in 2 official languages

Expected Result 7: Dissemination of knowledge and information facilitated via the integrated web content management platform and social media channels in multiple languages promoting UNESCO priorities and activities

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. All Field Offices websites migrated into the UNESCO integrated platform. All Sectors and Programmes migrated into the UNESCO Integrated platform	<ul style="list-style-type: none"> – Improved web integrated content management platform – Disposal and archiving of obsolete content – Enhanced Inter-sectoral and decentralized content creation via the web integrated platform
2. Increase in our global audience of online users and followers being up to date with current trends of communication technologies (web social media and mobile communication)	<ul style="list-style-type: none"> – Maintain the status quo of UNESCO web communication channels – Optimization of the communication language to reach a wider audience.
3. Significant increase of content created and translated into all UNESCO official languages from Headquarters and Field Offices. Protocol for quality assurance of the decentralized content and translation	<ul style="list-style-type: none"> – Grant content creation by both Headquarters and Field Offices – Harmonization and improved coordination between content providers

II.C – Participation programme and Fellowships

Part II.C - 1

Regular Budget		Total 38 C/5 Proposed \$507M/\$518M	Extrabudgetary Resources ⁽¹⁾
Participation Programme and Fellowships			
		\$	\$
Participation Programme and Fellowships			
Operational budget		11 986 900	-
Staff budget		1 562 800	-
Total, Part II.C		13 549 700	-

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

Part II.C - 2

Items of Expenditure	Regular Budget		Total 38 C/5 Proposed \$507M/\$518M	Extrabudgetary Resources ⁽¹⁾
	Operational budget	Staff budget		
	\$	\$	\$	\$
Participation Programme and Fellowships				
I. Staff (established posts)		1 562 800	1 562 800	-
II. Other costs:				-
Temporary assistance	15 000		15 000	
Staff Mission Costs	20 000		20 000	
Consultants and Experts Costs	15 000		15 000	
Contracted Services	20 000		20 000	
Supplies, Consumables & Other Running Costs	20 000		20 000	
Furniture and equipment	20 000		20 000	
Other Expenses	-		-	
Financial contributions (PP)	10 976 900		10 976 900	
Fellowships and Grants (FEL)	900 000		900 000	
Total, Participation Programme and Fellowships	11 986 900	1 562 800	13 549 700	-

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

Chapter 1 – Participation Programme

Expected Result 1: Programme management significantly improved to ensure greater transparency, strengthen accountability mechanisms, promote the Organization's image, increase the impact of its action and give effective priority to Africa and to other priority target countries (LDCs, SIDS, developing countries and post-conflict and post-disaster countries).

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. Increased number of Participation Programme (PP) submitted requests accurately formulated and presented	– <i>Improved quality of the required financial and evaluation reports, and assist the blocked Member States to settle their files and be in a position to benefit again from PP funds</i>

Chapter 2 – Fellowships Programme

Expected Result 1: Thematic areas aligned to strategic objectives of the Organization. Fellowship beneficiaries (in particular from Africa and LDCs) empowered in programme priority areas through sharing of knowledge and upgrading of skills at the graduate and postgraduate levels.

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. Dispatch of Announcement Letters, reception of candidatures	– <i>900 fellowships</i>

Part III – Corporate Services

Part III – 1

Regular Budget		Total 38 C/5 Proposed \$507M/\$518M	Extrabudgetary Resources ⁽¹⁾
Corporate Services			
		\$	\$
A. Human resources management			
1. Human resources management			
Operational budget		4 460 600	–
Staff budget		12 697 700	530 400
2. Corporate-wide training and development of staff			
		–	–
3. Contribution to the Medical Benefits Fund (MBF) for Associate Participants and administrative costs			
		12 000 000	–
	Total, Part III.A	29 158 300	530 400
B. Financial management			
1. Financial management			
Operational budget		947 200	–
Staff budget		11 394 300	4 140 400
2. Corporate-wide insurance premiums			
		–	–
	Total, Part III.B	12 341 500	4 140 400
C. Management of support services			
1. Management and coordination of support services and procurement			
Operational budget		247 800	–
Staff budget		3 036 200	–
	Total, Part III.C.1	3 284 000	–
2. Management of languages and documents			
Operational budget		2 183 700	550 000
Staff budget		12 959 200	2 178 800
	Total, Part III.C.2	15 142 900	2 728 800
3. Management of facilities, security and safety, conferences and cultural events			
Operational budget		4 900 200	95 900
Staff budget		12 893 400	8 968 900
	Total, Part III.C.3	17 793 600	9 064 800
	Total, Part III.C- Operational budget	7 331 700	645 900
	Total, Part III.C- Staff budget	28 888 800	11 147 700
	Total, Part III.C	36 220 500	11 793 600
D. Management of information systems and communications			
Operational budget		1 158 800	–
Staff budget		8 510 100	819 000
	Total, Part III.D	9 668 900	819 000
	Total, Part III- Operational budget	25 898 300	645 900
	Total, Part III – Staff budget	61 490 900	16 637 500
	Total, Part III	87 389 200	17 283 400

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

Part III – 2

Items of Expenditure	Regular Budget		Total 38 C/5 Proposed \$507M/\$518M	Extrabudgetary Resources ⁽¹⁾
	Operational budget	Staff budget		
	\$	\$	\$	
A. Human resources management				
I. Staff (established posts)		12 697 700	12 697 700	530 400
II. Other costs:				–
Temporary assistance			–	
Overtime			–	
Participants (delegates) travel	11 250		11 250	
Staff Mission Costs	147 250		147 250	
Consultants and Experts Costs	144 000		144 000	
Contracted Services	846 700		846 700	
External Training, Grants and Other Transfers	–		–	
Supplies, Consumables & Other Running Costs	423 400		423 400	
Other Expenses	6 000		6 000	
Young Professionals Programme (Appointment and travel expenses) ⁽²⁾	–		–	
III. Sums administered by the Bureau of Human Resources Management on behalf of the Organization as a whole:				
Training	–		–	
Contribution to the Medical Benefit Fund (MBF) for Associate Participants and administrative costs	12 000 000		12 000 000	
MBF claims processing & notariat	2 300 000		2 300 000	
Staff Compensation Plan	129 600		129 600	
Pension Fund Travel (UNJSPF) incl. Staff mission & Part. travel	–		–	
Inter-Agency Games (Contribution for staff member's travel)	–		–	
Contribution to Staff associations	72 400		72 400	
Contribution to the Association of Retired Staff Members (AAFU)	30 000		30 000	
JCU (Children's club and Day Nursery)	350 000		350 000	
Other centrally managed funds	–		–	
Total, Part III.A	16 460 600	12 697 700	29 158 300	530 400
B. Financial management				
I. Staff (established posts)		11 394 300	11 394 300	4 140 400
II. Other costs:				–
Temporary assistance	177 000		177 000	
Staff Mission Costs	25 000		25 000	
Consultants and Experts Costs	–		–	
Contracted Services	115 000		115 000	
External Training, Grants and Other Transfers	62 100		62 100	
Supplies, Consumables & Other Running Costs	568 100		568 100	
Other Expenses	–		–	
Total, Part III.B	947 200	11 394 300	12 341 500	4 140 400
C. Management of support services				
Chapter 1 Management and coordination of support services and procurement				
I. Staff (established posts)		2 761 600	2 761 600	–
II. Other costs:				–
Temporary assistance	10 000		10 000	
Staff Mission Costs	8 000		8 000	
Consultants and Experts Costs	–		–	
Contracted Services	20 000		20 000	
External Training, Grants and Other Transfers	–		–	
Supplies, Consumables & Other Running Costs	129 800		129 800	
Other Expenses	–		–	
III. Sums administered on behalf of the Organization as a whole:				
Secretariat of the Appeals Board	80 000	274 600	354 600	
Total, Chapter 1	247 800	3 036 200	3 284 000	–

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

Items of Expenditure	Regular Budget			Extrabudgetary Resources ⁽¹⁾
	Operational budget	Staff budget	Total 38 C/5 Proposed \$507M/\$518M	
	\$	\$	\$	
Chapter 2 Management of languages and documents				
I. Staff (established posts)		12 959 200	12 959 200	2 178 800
II. Other costs:				550 000
Temporary assistance	9 000		9 000	
Staff Mission Costs	8 000		8 000	
Consultants and Experts Costs	–		–	
Contracted Services	139 000		139 000	
External Training, Grants and Other Transfers	–		–	
Supplies, Consumables & Other Running Costs	1 862 700		1 862 700	
Other Expenses	–		–	
Expedition charges	165 000		165 000	
Total, Chapter 2	2 183 700	12 959 200	15 142 900	2 728 800
Chapter 3 Management of facilities, security and safety, conferences and cultural events				
I. Staff (established posts)		12 893 400	12 893 400	8 968 900
II. Other costs:				95 900
Temporary assistance	39 300		39 300	
Overtime	400 000		400 000	
Staff Mission Costs	10 000		10 000	
Consultants and Experts Costs	–		–	
Contracted Services	–		–	
External Training, Grants and Other Transfers	–		–	
Supplies, Consumables & Other Running Costs	348 900		348 900	
Other Expenses	410 000		410 000	
Headquarters Security	1 133 000		1 133 000	
Maintenance, conservation and renovation of buildings and infrastructures	2 559 000		2 559 000	
Total, Chapter 3	4 900 200	12 893 400	17 793 600	9 064 800
Total, Part III.C	7 331 700	28 888 800	36 220 500	11 793 600
D. Management of information systems and communications				
I. Staff (established posts)		8 510 100	8 510 100	819 000
II. Other costs:				–
Temporary assistance	32 000		32 000	
Staff Mission Costs	30 000		30 000	
Consultants and Experts Costs	–		–	
Contracted Services	550 000		550 000	
External Training, Grants and Other Transfers	20 000		20 000	
Supplies, Consumables & Other Running Costs	343 800		343 800	
Other Expenses	183 000		183 000	
Total, Part III.D	1 158 800	8 510 100	9 668 900	819 000
Total, Part III	25 898 300	61 490 900	87 389 200	17 283 400

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

III.A – Human resources management

Implementation of the \$507M Expenditure Plan will not allow for the full implementation of priority actions as outlined in the Action Plan of the Human Resources Management Strategy for 2011/2016, approved by the Member States. Certain activities will have to be paced or slowed down and/or will have to be shelved or cancelled in line with the financial resources available. Focus will continue on providing statutory human resources services to managers and staff, reviewing and updating of human resources policies and processes, managing claims and appeals in timely manner and, to the extent possible and depending on available resources, the continued development and implementation of IT tools.

Implementation of the \$507M Expenditure Plan will specifically imply:

- No corporate organization-wide training plan developed; no learning strategy developed;
- Inability to provide essential and innovative Learning & Training activities for staff in particular staff in the Field;
- Non-participation of mid & senior level managers in UNSSC Leadership Training Courses;
- Non-implementation of a career development service for staff;
- Non-development & implementation of succession planning module;
- Difficulty in ensuring targeted outreach activities to attract qualified candidates from non & under-represented countries;
- No support or training for YPP Programme;
- Partial implementation of the geographical mobility policy;
- Deferment of the study into alternative health insurance schemes, as requested by Member States;
- Inability to undertake review of processes and procedures required for management of the MBF and associated development & implementation of new system applications;
- Non-implementation of a compliance/risk framework ref. Staff Regulations & Rules, HR Manual provisions, use of consultant contracts, use of temporary assistance etc.
- Limited participation in UN harmonization/reviews & reform initiatives;
- Continued development and implementation of automated workflows with the aim of simplifying processes/procedures significantly slowed down.

Expected Result 1: Action plan for the human resources management strategy for 2011-2016 implemented

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. Priority actions implemented	– <i>HR management strategy for 2011/2016 partially implemented; development of a new strategy initiated</i>
2. Streamlined staffing process implemented including mobility	– <i>The geographical mobility programme will be implemented in a phased manner, targeting specific occupational groups</i>

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
3. Competency-based interviews	– <i>Competency Based interviews developed and implemented</i>
4. Efficient and timely recruitment	– <i>By the end of 2017, the majority of posts will be filled</i>
5. Geographical balance improved	– <i>% of represented countries increased as well as of normally represented countries</i>
6. Gender balance improved at senior management level	– <i>% of women at D and above level increased</i>
7. Efficient and timely process of staff administrative actions ensured	– <i>Most staff administrative actions process reviewed and streamlined</i> – <i>Most workflows developed and implemented in support of cost efficiency</i>

Expected Result 2: Culture of deliverables within performance Management fostered in support of programme delivery and career development

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. Performance Management System implemented with a high compliance rate	– <i>Above 80% compliance rate</i>
2. Targeted staff equipped with required skills and competencies for effective programme delivery	– <i>E-learning tools/courses continue to be developed in support of programme delivery</i>

Expected Result 3: Effective and financially sound social security schemes for staff ensured

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. New MBF Governance Structure introduced and follow-up ensured in line with the General Conference Resolution	– <i>Administrative Circular and Circular on nominations to Advisory Board issued</i>
2. Review of MBF rules & procedures to ensure cost-effective and efficient MBF management, drawing on the outcomes of the major UN system-wide review of health insurance/ASHI	– <i>Charge for ASHI purposes imposed on extrabudgetary projects which involve staff registered in MBF</i>
3. Improve existing methods of work and foster new solutions based on improved team work	– <i>Rationalize the administrative processes</i>

III.B – Financial management

Implementation of the \$507M Expenditure Plan will reduce: policy development, process review and training activities; compliance and monitoring functions and analytical reporting capacity. It will focus the bureau on accounting and budget review and allocation services.

Specifically:

- The production and implementation of risk based accountability framework with revised table of delegation of authority will be undertaken in accordance with the outcome of the global assessment under Fit for Purpose project and funds identified for this purpose
- The compliance framework will no longer be further developed and only the first level of compliance control will be implemented via the certification role to be centralized under BFM
- Training and guidance on policy and processes will be curtailed to mitigate main financial risk areas due to the reduction of budget from \$653M and when identified as high risk
- Process/policy reviews will be undertaken only in response to audit recommendations subject to resource availability; when identified as critical by the global assessment under the FIT for Purpose project and/or UN harmonization
- Quarterly analytical monitoring reports on project/programme financial performance will be limited and may not meet the expectation of all stakeholders and development of reporting capacity and tools will be significantly reduced

Risks include:

- The reduction in suitably trained staff in areas of financial management and contract management will have an impact on programme delivery and may increase the likelihood of financial risks
- There will be an increased reliance on internal and external audit recommendations to provide inputs into financial policy changes, training and guidance materials as well as reporting on main financial risk areas thus reducing scope for early remedial action
- There will be a reduced capacity on policy development, and process simplification which are essential to meet Member State, donor and management expectations on internal controls, reporting and efficiency measures
- There will be limited evolution of financial reporting capacity and tools, impacting the ability to strengthening decision making in financial management

Expected Result 1: Informed decision-making improved by building capacity for financial management

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
<p>1. Regular analytical financial performance reports provided for Governing Bodies, SMT, programme implementers and fund providers</p>	<p><i>Timely production of</i></p> <ul style="list-style-type: none"> – <i>Monthly SMT, AO and Field Office Financial Management Dashboards</i> – <i>Six monthly Executive Board Management Chart on programme execution</i>

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
2. Training in financial management for programme and administrative staff	<ul style="list-style-type: none"> – 100 AOs and programme specialists trained – 25 identified to provide regional support
3. Principle based approach to policy guidance	<ul style="list-style-type: none"> – Reduction in number of derogation requests
4. Annual IPSAS compliant financial statements	<ul style="list-style-type: none"> – Production of annual IPSAS compliant financial statements with the Director-General's report on financial performance

Expected Result 2: Shift from a culture of control to accountability ensured, rendering programme delivery autonomous and with increased confidence in the Organization's ability to implement a robust internal control environment

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. Internal and external audit recommendations on financial management issues implemented within 12 months	<ul style="list-style-type: none"> – 75% of Internal and External Audit recommendations on financial management issues implemented within 24 months
2. Monitoring and compliance framework documented and implemented	<ul style="list-style-type: none"> – Monitoring framework implemented
3. Reduction in level of risks identified in control areas	<ul style="list-style-type: none"> – A rate of 75% implementation of audit recommendations on financial management issues will infer a reduction in levels of risks identified in control areas
4. Unqualified annual audit opinion on financial statements	<ul style="list-style-type: none"> – Unqualified annual audit opinion

Expected Result 3: Capacity strengthened by building centres of financial management competence in proximity to where UNESCO's operations are implemented, with cost-effective processes and reduced administrative time

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. Facilitating programme delivery by meeting Service Level of Agreements for accounting and financial services and through harmonisation of business practices within the UN wide systems reform	<ul style="list-style-type: none"> – Harmonisation of business practices by engaging in the UN wide systems reform process on financial and budgetary matters
2. Resource a network of appropriately skilled financial management staff within the Field Offices, Institutes and Headquarters	<ul style="list-style-type: none"> – No more than 5% of AO and administrative platform posts vacant – Establish a career development path for AOs and BFM staff

III.C – Management of support services

The decrease in resources will very adversely impact the timeliness, and quality of MSS languages, documents and conference services. Likewise, Headquarters safety and security will be impacted and only assured to the minimum levels. The maintenance and conservation of Headquarters premises will be severely impacted thus increasing the risk of failure of equipment in the end posing a real threat to business continuity.

Chapter 1 – Management and coordinaton of support services and procurement

Expected Result 1: Greater efficiencies and value for money achieved

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. Enable common goods procurement and contract management	– <i>Best value for money achieved through Long Term Agreements (LTAs) for the procurement of common goods and services</i>
2. Sustainability management and greening initiatives integrated within UNESCO Headquarters operational practices	– <i>Sustainable management indicators developed for some operational activities and Headquarters Greenhouse gas emissions monitored</i>

Chapter 2 – Management of languages and documents

Expected Result 2: Multilingualism and quality assurance of translation and document services ensured

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. Enable translation and document services management	– <i>Timeliness and quality of translation and document services adversely impacted and client expectations reassessed</i>
2. Enable performance measurement of the translation and document services	– <i>Enhance as much as possible sense of accountability and responsibility through Service Level Agreements (SLAs) for translation and document services</i>
3. Efficiency and cost effectiveness of translation and documents operations	– <i>Enhance as much as possible the efficiency of the electronic workflow and full cost recovery</i>

Chapter 3 – Management of facilities, security and safety, conferences and cultural events

Expected Result 3: Safe, secure, ergonomic, and more accessible work environment ensured

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
<p>1. Continued operation of technical facilities and installations at Headquarters ensured and risks minimized</p>	<p>– <i>Maintenance, conservation and renovation of premises, related to safety, hygiene and business continuity, maintained at minimal level of compliance and at the risk of failure of equipment and threat to business continuity</i></p>
<p>2. Safety and security measures at Headquarters and in the field assessed and updated to current situation and risks</p>	<p>– <i>Operations of the security and safety installations and arrangements at Headquarters are not reinforced as set out in 185 EX/Decision 30 increasing the gap in the capacity to respond to the existing and/or eventual new risks and threats</i></p>
<p>3. Enable conferences, meetings and cultural events at Headquarters and in the field in case of statutory meetings management</p>	<p>– <i>Best practices in conferences and cultural events management applied as much as possible, client satisfaction maintained at acceptable level and conference and cultural events spaces and capacity utilization at Headquarters maximized</i></p>

III.D – Management of information systems and communications

Implementation of the \$507M Expenditure Plan will imply:

- Cybersecurity - lack of adequate staffing and investment to reduce risk of cybersecurity and cybercrime
- No disaster recovery facilities and therefore we cannot ensure a reasonable recovery time after a severe incident
- We have not possibility to monitor the performance of the information systems and infrastructure, which may cause unnecessary incidents with more time required to resolve the issues
- The obsolete telephone system has a high risk of failure and suffers regular breakdowns
- Lack of sufficient investment in preservation and access put at risk: (a) long term digital preservation of the Organization's archives; (b) effective on-line access to (older) documents of governing bodies; (c) preservation and access to historical and current multimedia materials

Expected Result 1: Programme delivery enabled

<i>Performance indicators</i>	<i>Targets 2017 38 C/5 Expenditure Plan \$507M</i>
1. Availability of infrastructure including email and internet services, disaster recovery and policies and standards implemented	<ul style="list-style-type: none"> – <i>Availability of infrastructure ensured</i> – <i>Enhanced global IT operations</i>
2. Access and preservation of institutional memory ensured	<ul style="list-style-type: none"> – <i>Digital preservation strategy in place</i> – <i>Electronic archiving rolled out to the Field</i>
3. New technologies proposed with clear benefits for programme delivery	<ul style="list-style-type: none"> – <i>Integrated conferencing and instant messaging solution</i> – <i>New mobility features introduced</i>

Reserves for Staffing Adjustments and for the After Service Health Insurance long-term liability (ASHI)

Reserves for Staffing Adjustments and ASHI

Regular Budget	Total 38 C/5 Proposed \$507M/\$518M	Extrabudgetary Resources ⁽¹⁾
	\$	\$
Reserve for Staffing Adjustments (post classification and agreed separations)	-	-
Reserve for After Service Health Insurance Long-term Liability (ASHI)	3 406 100	-

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

It should also be noted that UNESCO maintains a health insurance scheme which provides medical coverage to active and retired staff members. In line with other United Nations agencies of the common system, staff members who have completed ten years of participation in the medical scheme and reached the minimum age of fifty-five at the time of retirement are eligible to opt for the after-service health insurance scheme (ASHI). The provision of \$3,406,100 million has been set aside to meet the ASHI liability, equivalent to 1% of the staff costs in line with 37 C/Resolution 85 which “*Envisages* the possibility of establishing a charge of 1% of total staff costs across all funding sources with effect from 1 January 2016 as funding for ASHI liability in respect of active staff members, subject to the continuing application of a realistic lapse factor as part of the budgeting techniques”.

Part IV – Loan Repayments for the Renovation of the Headquarters Premises and the IBE Building

Part IV

Regular Budget	Total 38 C/5 Proposed \$507M/\$518M	Extrabudgetary Resources ⁽¹⁾
	\$	\$
Loan Repayments for the Renovation of the Headquarters Premises and the IBE Building	14 082 400	–

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

For the Expenditure Plans of the 38 C/5 document, Part IV includes a provision of \$14,082,400, reflecting the amount needed during 2016-2017 for the repayments of the Headquarters renovation plan (“Belmont Plan”) loan of \$13,784,000 and the UNESCO International Bureau of Education building loan of \$298,400.

Part V – Anticipated Cost Increases

Part V

Regular Budget	Total 38 C/5 Proposed \$507M/\$518M	Extrabudgetary Resources ⁽¹⁾
Anticipated Cost Increases	\$ 4 819 300	\$ –

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

In accordance with the budgeting techniques approved in 37 C/Resolution 92, the costs of staff and goods and services for Parts I-IV of the budget have been calculated on the basis of cost estimates as at 31 December 2015. Statutory and inflationary increases and technical adjustments that are expected to occur during the 2016-2017 biennium are not included in Parts I-IV, but are set out separately under Part V of the budget.

The provision for anticipated cost increases for the 2016-2017 biennium amounts to \$4,819,300. The use of appropriations under this part of the budget is subject to the prior approval of the Executive Board.

Annexes



Annex I – Budget summary by main line of action of regular and extrabudgetary resources – \$507M and \$518M Expenditure Plans

PART	Regular Budget 38 C/5 ZNG Expenditure Plan (\$507M)			Reinforcement	Regular Budget 38 C/5 ZNG+ Expenditure Plan (\$518M)			Extrabudgetary resources ⁽¹⁾
	Operational budget	Staff budget	Total		Operational budget	Staff budget	Total	
	\$	\$	\$		\$	\$	\$	\$
PART I – GENERAL POLICY AND DIRECTION								
A. Governing bodies	7 696 800	2 100 500	9 797 300	–	7 696 800	2 100 500	9 797 300	–
B. Direction								
1 Directorate	876 000	1 698 600	2 574 600	–	876 000	1 698 600	2 574 600	–
2 Executive Office of the Director-General	600 500	4 432 300	5 032 800	–	600 500	4 432 300	5 032 800	2 082 000
3 Internal oversight	513 700	5 163 300	5 677 000	–	513 700	5 163 300	5 677 000	899 000
4 International standards and legal affairs	188 100	4 204 700	4 392 800	–	188 100	4 204 700	4 392 800	–
5 Ethics	96 600	660 300	756 900	–	96 600	660 300	756 900	–
Total, I.B	2 274 900	16 159 200	18 434 100	–	2 274 900	16 159 200	18 434 100	2 981 000
C. Participation in the Joint Machinery of the United Nations System	16 794 900	–	16 794 900	–	16 794 900	–	16 794 900	–
TOTAL, PART I	26 766 600	18 259 700	45 026 300	–	26 766 600	18 259 700	45 026 300	2 981 000
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES								
A. Programmes								
I EDUCATION								
I.1 Supporting Member States to develop education systems to foster high-quality and inclusive lifelong learning for all	9 757 200	36 275 900	46 033 100	1 019 800	10 777 000	36 275 900	47 052 900	63 724 900
I.2 Empowering learners to be creative and responsible global citizens	1 884 300	7 152 900	9 037 200	208 400	2 092 700	7 152 900	9 245 600	8 488 500
I.3 Advancing education for all and shaping the future international education agenda	3 760 200	7 957 200	11 717 400	422 600	4 182 800	7 957 200	12 140 000	12 360 300
Total, I	15 401 700	51 386 000	66 787 700	1 650 800	17 052 500	51 386 000	68 438 500	84 573 700
UNESCO education institutes								
<i>(Regular budget financial allocations may include the costs of staff and activities)</i>								
UNESCO International Bureau of Education (IBE)	3 392 200	–	3 392 200	655 900	4 048 100	–	4 048 100	–
UNESCO International Institute for Educational Planning (IIEP)	3 586 600	–	3 586 600	693 600	4 280 200	–	4 280 200	–
UNESCO Institute for Lifelong Learning (UIL)	1 313 500	–	1 313 500	253 900	1 567 400	–	1 567 400	–
UNESCO Institute for Information Technologies in Education (IITE)	601 300	–	601 300	116 300	717 600	–	717 600	–
UNESCO International Institute for Capacity-Building in Africa (IICBA)	1 659 600	–	1 659 600	321 300	1 980 900	–	1 980 900	–
UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC)	1 452 000	–	1 452 000	280 800	1 732 800	–	1 732 800	–
UNESCO Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP)	493 000	–	493 000	–	493 000	–	493 000	–
Total, UNESCO education institutes	12 498 200	–	12 498 200	2 321 800	14 820 000	–	14 820 000	–
TOTAL, MAJOR PROGRAMME I	27 899 900	51 386 000	79 285 900	3 972 600	31 872 500	51 386 000	83 258 500	84 573 700

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

PART	Regular Budget 38 C/5 ZNG Expenditure Plan (\$507M)			Reinforcement	Regular Budget 38 C/5 ZNG+ Expenditure Plan (\$518M)			Extrabudgetary resources ⁽¹⁾
	Operational budget	Staff budget	Total		Operational budget	Staff budget	Total	
	\$	\$	\$		\$	\$	\$	\$
II NATURAL SCIENCES								
II.1 Strengthening STI policies, governance and the science-policy-society interface	1 844 900	7 555 400	9 400 300	231 000	1 926 800	7 704 500	9 631 300	9 609 700
II.2 Building institutional capacities in science and engineering	566 600	3 006 300	3 572 900	145 900	664 200	3 054 600	3 718 800	14 392 300
II.3 Promoting knowledge and capacity for protecting and sustainably managing the ocean and coasts	2 540 700	7 132 100	9 672 800	482 200	2 748 400	7 406 600	10 155 000	6 262 000
II.4 Fostering international science collaboration for earth systems, biodiversity, and disaster risk reduction	813 700	3 669 100	4 482 800	186 300	893 900	3 775 200	4 669 100	418 800
II.5 Strengthening the role of ecological sciences and biosphere reserves	1 323 100	4 292 900	5 616 000	461 800	1 363 000	4 714 800	6 077 800	3 806 300
II.6 Strengthening freshwater security	3 846 500	8 603 600	12 450 100	786 900	4 064 400	9 172 600	13 237 000	13 742 800
Total, II	10 935 500	34 259 400	45 194 900	2 294 100	11 660 700	35 828 300	47 489 000	48 231 900
UNESCO science institutes								
(Regular budget financial allocation may include the costs of staff and activities)								
UNESCO-IHE Institute for Water Education (UNESCO-IHE)	–	–	–	–	–	–	–	85 183 200
Abdus Salam International Centre for Theoretical Physics (ICTP)	819 400	–	819 400	–	819 400	–	819 400	53 970 000
Total, UNESCO science institutes	819 400	–	819 400	–	819 400	–	819 400	139 153 200
TOTAL, MAJOR PROGRAMME II	11 754 900	34 259 400	46 014 300	2 294 100	12 480 100	35 828 300	48 308 400	187 385 100
III SOCIAL AND HUMAN SCIENCES								
III.1 Mobilizing future-oriented research, knowledge and policy making to support social transformations, social inclusion and intercultural dialogue	2 283 500	8 104 800	10 388 300	518 400	2 801 900	8 104 800	10 906 700	6 872 500
III.2 Empowering Member States to manage the ethical, legal, environmental and societal implications of scientific and technological challenges with a view to achieving inclusive and sustainable social development	1 468 900	3 857 800	5 326 700	266 700	1 735 600	3 857 800	5 593 400	500 500
III.3 Building policies through a participatory process with stakeholders in both the fields of youth and of sports; supporting youth development and civic engagement	1 598 000	5 566 300	7 164 300	360 100	1 958 100	5 566 300	7 524 400	18 046 100
TOTAL, MAJOR PROGRAMME III	5 350 400	17 528 900	22 879 300	1 145 200	6 495 600	17 528 900	24 024 500	25 419 100
IV CULTURE								
IV.1 Protecting, conserving, promoting and transmitting culture, heritage and history for dialogue and development	5 397 800	20 343 100	25 740 900	1 193 400	6 591 200	20 343 100	26 934 300	31 628 700
IV.2 Supporting and promoting the diversity of cultural expressions, the safeguarding of the intangible cultural heritage, and the development of cultural and creative industries	4 160 200	12 699 800	16 860 000	921 500	5 081 700	12 699 800	17 781 500	14 523 200
TOTAL, MAJOR PROGRAMME IV	9 558 000	33 042 900	42 600 900	2 114 900	11 672 900	33 042 900	44 715 800	46 151 900

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

PART	Regular Budget 38 C/5 ZNG Expenditure Plan (\$507M)			Reinforcement	Regular Budget 38 C/5 ZNG+ Expenditure Plan (\$518M)			Extrabudgetary resources ⁽¹⁾
	Operational budget	Staff budget	Total		Operational budget	Staff budget	Total	
	\$	\$	\$		\$	\$	\$	\$
V COMMUNICATION AND INFORMATION								
V.1 Promoting an enabling environment for freedom of expression, press freedom and journalistic safety, facilitating pluralism and participation in media, and supporting sustainable and independent media institutions	2 186 800	7 767 100	9 953 900	451 800	2 638 600	7 767 100	10 405 700	15 205 500
V.2 Enabling universal access and preservation of information and knowledge	3 146 800	8 936 100	12 082 900	650 100	3 796 900	8 936 100	12 733 000	1 507 100
TOTAL, MAJOR PROGRAMME V	5 333 600	16 703 200	22 036 800	1 101 900	6 435 500	16 703 200	23 138 700	16 712 600
UNESCO Institute for Statistics (Regular budget financial allocation may include the costs of staff and activities)	7 323 500	–	7 323 500	371 300	7 694 800	–	7 694 800	–
Management of Field Offices	25 101 100	55 635 200	80 736 300	–	25 101 100	55 635 200	80 736 300	1 224 500
Supplementary funding for the Field Network Reform	–	–	–	–	–	–	–	–
Total, II.A	92 321 400	208 555 600	300 877 000	11 000 000	101 752 500	210 124 500	311 877 000	361 466 900
B. Programme-related services								
1. Coordination and monitoring of action to benefit Africa	598 500	3 574 900	4 173 400	–	598 500	3 574 900	4 173 400	–
2. Coordination and monitoring of action to implement Priority Gender Equality	316 100	1 293 000	1 609 100	–	316 100	1 293 000	1 609 100	377 000
3. UNESCO's response to post-conflict and post-disaster situations	314 500	660 300	974 800	–	314 500	660 300	974 800	7 673 100
4. Strategic planning, programme monitoring and budget preparation	1 140 200	5 561 300	6 701 500	–	1 140 200	5 561 300	6 701 500	–
5. Organization-wide knowledge management	318 500	4 398 500	4 717 000	–	318 500	4 398 500	4 717 000	2 775 200
6. External relations and public information	1 454 200	18 220 000	19 674 200	–	1 454 200	18 220 000	19 674 200	891 400
Total, II.B	4 142 000	33 708 000	37 850 000	–	4 142 000	33 708 000	37 850 000	11 716 700
C. Participation Programme and Fellowships	11 986 900	1 562 800	13 549 700	–	11 986 900	1 562 800	13 549 700	–
TOTAL, PART II	108 450 300	243 826 400	352 276 700	11 000 000	117 881 400	245 395 300	363 276 700	373 183 600
PART III – CORPORATE SERVICES								
A. Human resources management								
1. Human resources management	4 460 600	12 697 700	17 158 300	–	4 460 600	12 697 700	17 158 300	530 400
2. Corporate-wide training and development of staff	–	–	–	–	–	–	–	–
3. Contribution to the Medical Benefits Fund (MBF) for Associate Participants and administrative costs	12 000 000	–	12 000 000	–	12 000 000	–	12 000 000	–
Total, III.A	16 460 600	12 697 700	29 158 300	–	16 460 600	12 697 700	29 158 300	530 400

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

PART	Regular Budget 38 C/5 ZNG Expenditure Plan (\$507M)			Reinforcement	Regular Budget 38 C/5 ZNG+ Expenditure Plan (\$518M)			Extrabudgetary resources ⁽¹⁾
	Operational budget	Staff budget	Total		Operational budget	Staff budget	Total	
	\$	\$	\$		\$	\$	\$	\$
B. Financial management	947 200	11 394 300	12 341 500	–	947 200	11 394 300	12 341 500	4 140 400
Total, III.B	947 200	11 394 300	12 341 500	–	947 200	11 394 300	12 341 500	4 140 400
C. Management of support services								
1. Management and coordination of Support Services and Procurement	247 800	3 036 200	3 284 000	–	247 800	3 036 200	3 284 000	–
2. Management of languages and documents	2 183 700	12 959 200	15 142 900	–	2 183 700	12 959 200	15 142 900	2 728 800
3. Management of facilities, security and safety, conferences and cultural events	4 900 200	12 893 400	17 793 600	–	4 900 200	12 893 400	17 793 600	9 064 800
Total, III.C	7 331 700	28 888 800	36 220 500	–	7 331 700	28 888 800	36 220 500	11 793 600
D. Management of information systems and communications	1 158 800	8 510 100	9 668 900	–	1 158 800	8 510 100	9 668 900	819 000
TOTAL, PART III	25 898 300	61 490 900	87 389 200	–	25 898 300	61 490 900	87 389 200	17 283 400
TOTAL, PARTS I-III	161 115 200	323 577 000	484 692 200	11 000 000	170 546 300	325 145 900	495 692 200	393 448 000
Reserve for Staffing Adjustments (post classification and agreed separations)	–	–	–	–	–	–	–	–
Reserve for After Service Health Insurance long-term liability (ASHI)	–	3 406 100	3 406 100	–	–	3 406 100	3 406 100	–
PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING	14 082 400	–	14 082 400	–	14 082 400	–	14 082 400	–
PART V – ANTICIPATED COST INCREASES	–	4 819 300	4 819 300	–	–	4 819 300	4 819 300	–
TOTAL, PARTS I-V	175 197 600	331 802 400	507 000 000	11 000 000	184 628 700	333 371 300	518 000 000	393 448 000

(1) Projects to be implemented in 2016-2017 for which funds have already been received or firmly committed, plus the costs of posts financed from the Programme Support Costs (PSC) account and self-financing funds.

Annex 2 – Summary of regular programme established posts by grade category for the \$507M and \$518M expenditure plans

Sector/Unit		Posts at Headquarters					Posts in the Field						Total HQ and Field		
		DG/ DDG/ ADG	D	P	GS	Total HQ		D	P	NPO	L	Total Field		Posts	Costs
						Posts	Costs					Posts	Costs		
PART I – GENERAL POLICY AND DIRECTION															
A. Governing bodies	<i>\$507M Expenditure Plan</i>		1	2	6	9	2 100 500							9	2 100 500
	<i>\$518M Expenditure Plan</i>		1	2	6	9	2 100 500							9	2 100 500
B. Direction	<i>\$507M Expenditure Plan</i>	2	3	38	12.5	55.5	16 159 200							55.5	16 159 200
	<i>\$518M Expenditure Plan</i>	2	3	38	12.5	55.5	16 159 200							55.5	16 159 200
TOTAL, PART I	<i>\$507M Expenditure Plan</i>	2	4	40	18.5	64.5	18 259 700							64.5	18 259 700
	<i>\$518M Expenditure Plan</i>	2	4	40	18.5	64.5	18 259 700							64.5	18 259 700
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES															
A. Programmes															
Education Sector (ED)	<i>\$507M Expenditure Plan</i>	1	4	49	31	85	21 764 900	1	68	31	11	111	29 621 100	196	51 386 000
	<i>\$518M Expenditure Plan</i>	1	4	49	31	85	21 764 900	1	68	31	11	111	29 621 100	196	51 386 000
Natural Sciences Sector (SC)	<i>\$507M Expenditure Plan</i>	2	3	47.5	28	80.5	21 276 500		32	13	2	47	12 982 900	127.5	34 259 400
	<i>\$518M Expenditure Plan</i>	2	3	50.5	28	83.5	22 306 400		32	16	3	51	13 521 900	134.5	35 828 300
(of which IOC)	<i>\$507M Expenditure Plan</i>	1		10.5	5	16.5	4 781 300		6.0	1.5		7.5	2 350 800	24	7 132 100
	<i>\$518M Expenditure Plan</i>	1		11.5	5	17.5	5 055 800		6	1.5		7.5	2 350 800	25	7 406 600
Social and Human Sciences Sector (SHS)	<i>\$507M Expenditure Plan</i>	1	2	26	14	43	11 321 100		17	4		20.5	6 207 800	63.5	17 528 900
	<i>\$518M Expenditure Plan</i>	1	2	26	14	43	11 321 100		17.0	4		20.5	6 207 800	63.5	17 528 900
Culture Sector (CLT)	<i>\$507M Expenditure Plan</i>	1	3	48	34	86	21 073 800		28	19	1	48	11 969 100	134	33 042 900
	<i>\$518M Expenditure Plan</i>	1	3	48	34	86	21 073 800		28	19	1	48	11 969 100	134	33 042 900
Communication and Information Sector (CI)	<i>\$507M Expenditure Plan</i>		1	24	16	41	10 234 200		11	19.5	1	31.5	6 469 000	72.5	16 703 200
	<i>\$518M Expenditure Plan</i>		1	24	16	41	10 234 200		11	19.5	1	31.5	6 469 000	72.5	16 703 200
Field office implementation of decentralized programmes (BFC)	<i>\$507M Expenditure Plan</i>			3	2	5	1 116 300	30	61	8	282	381	54 518 900	386	55 635 200
	<i>\$518M Expenditure Plan</i>			3	2	5	1 116 300	30	61	8	282	381	54 518 900	386	55 635 200

Sector/Unit		Posts at Headquarters						Posts in the Field						Total HQ and Field	
		DG/ DDG/ ADG	D	P	GS	Total HQ		D	P	NPO	L	Total Field		Posts	Costs
						Posts	Costs					Posts	Costs		
B. Programme-related services															
Coordination and monitoring of action to benefit Africa (AFR)	<i>\$507M Expenditure Plan</i>	1	1	5	5	12	3 269 900		1			1	305 000	13	3 574 900
	<i>\$518M Expenditure Plan</i>	1	1	5	5	12	3 269 900		1			1	305 000	13	3 574 900
Coordination and monitoring of action to implement Gender Equality (GE)	<i>\$507M Expenditure Plan</i>		1	2	1	4	1 293 000							4	1 293 000
	<i>\$518M Expenditure Plan</i>		1	2	1	4	1 293 000							4	1 293 000
UNESCO's response to post-conflict and post-disaster situations	<i>\$507M Expenditure Plan</i>			2		2	660 300							2	660 300
	<i>\$518M Expenditure Plan</i>			2		2	660 300							2	660 300
Strategic planning, programme monitoring and budget preparation (BSP)	<i>\$507M Expenditure Plan</i>	1	1	10	7	19	5 561 300							19	5 561 300
	<i>\$518M Expenditure Plan</i>	1	1	10	7	19	5 561 300							19	5 561 300
Organization-wide knowledge management (OKM)	<i>\$507M Expenditure Plan</i>		1	13	2	16	4 398 500							16	4 398 500
	<i>\$518M Expenditure Plan</i>		1	13	2	16	4 398 500							16	4 398 500
External Relations and Public Information (ERI)	<i>\$507M Expenditure Plan</i>	1	2	37	30	70	16 774 100		4			4	1 445 900	74	18 220 000
	<i>\$518M Expenditure Plan</i>	1	2	37	30	70	16 774 100		4			4	1 445 900	74	18 220 000
C. Participation Programme and Fellowships	<i>\$507M Expenditure Plan</i>			2	6	8	1 562 800							8	1 562 800
	<i>\$518M Expenditure Plan</i>			2	6	8	1 562 800							8	1 562 800
TOTAL, PART II	<i>\$507M Expenditure Plan</i>	8	19	268.5	176	471.5	120 306 700	31	222	94	297	644	123 519 700	1 115.5	243 826 400
	<i>\$518M Expenditure Plan</i>	8	19	271.5	176	474.5	121 336 600	31	222	97	298	648	124 058 700	1 122.5	245 395 300
PART III – CORPORATE SERVICES															
A. Human resources management (HRM)	<i>\$507M Expenditure Plan</i>		1	25	31	57	12 697 700							57	12 697 700
	<i>\$518M Expenditure Plan</i>		1	25	31	57	12 697 700							57	12 697 700
B. Financial management (BFM)	<i>\$507M Expenditure Plan</i>		1	23	26	50	11 394 300							50	11 394 300
	<i>\$518M Expenditure Plan</i>		1	23	26	50	11 394 300							50	11 394 300
C. Management of Support Services (MSS)	<i>\$507M Expenditure Plan</i>		1	35	119	155	28 888 800							155	28 888 800
	<i>\$518M Expenditure Plan</i>		1	35	119	155	28 888 800							155	28 888 800
D. Management of information systems and communications (MIS)	<i>\$507M Expenditure Plan</i>			18	25	43	8 510 100							43	8 510 100
	<i>\$518M Expenditure Plan</i>			18	25	43	8 510 100							43	8 510 100
TOTAL, PART III	<i>\$507M Expenditure Plan</i>		3	101	201	305	61 490 900							305	61 490 900
	<i>\$518M Expenditure Plan</i>		3	101	201	305	61 490 900							305	61 490 900
GRAND TOTAL, PARTS I-III	<i>\$507M Expenditure Plan</i>	10	26	409.5	395.5	841	200 057 300	31	222	94	297	644	123 519 700	1 485	323 577 000
	<i>\$518M Expenditure Plan</i>	10	26	412.5	395.5	844	201 087 200	31	222	97	298	648	124 058 700	1 492	325 145 900

CORRIGENDUM

38 C/5 Draft – Addendum 2 – Annex 2

In Addendum 2, expenditure plans based on expected assessed contributions

The table of Annex 2 should read as follows:



United Nations
Educational, Scientific and
Cultural Organization

Annex 2 – Summary of regular programme established posts by grade category for the \$507M and \$518M expenditure plans

Sector/Unit		Posts at Headquarters						Posts in the Field						Total HQ and Field		
		DG/ DDG/ ADG	D	P	GS	Total HQ		D	P	NPO	L	Total Field		Posts	Costs	
						Posts	Costs					Posts	Costs			
							\$							\$		
PART I – GENERAL POLICY AND DIRECTION																
A. Governing bodies	<i>\$507M Expenditure Plan</i>		1	2	6	9	2 100 500								9	2 100 500
	<i>\$518M Expenditure Plan</i>		1	2	6	9	2 100 500								9	2 100 500
B. Direction	<i>\$507M Expenditure Plan</i>	2	3	38	12.5	55.5	16 159 200								55.5	16 159 200
	<i>\$518M Expenditure Plan</i>	2	3	38	12.5	55.5	16 159 200								55.5	16 159 200
TOTAL, PART I	<i>\$507M Expenditure Plan</i>	2	4	40	18.5	64.5	18 259 700								64.5	18 259 700
	<i>\$518M Expenditure Plan</i>	2	4	40	18.5	64.5	18 259 700								64.5	18 259 700
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES																
A. Programmes																
Education Sector (ED)	<i>\$507M Expenditure Plan</i>	1	4	49	31	85	21 764 900	1	68	31	11	111	29 621 100	196	51 386 000	
	<i>\$518M Expenditure Plan</i>	1	4	49	31	85	21 764 900	1	68	31	11	111	29 621 100	196	51 386 000	
Natural Sciences Sector (SC)	<i>\$507M Expenditure Plan</i>	2	3	47.5	28	80.5	21 276 500		32	13	2	47	12 982 900	127.5	34 259 400	
	<i>\$518M Expenditure Plan</i>	2	3	50.5	28	83.5	22 306 400		32	16	3	51	13 521 900	134.5	35 828 300	
(of which IOC)	<i>\$507M Expenditure Plan</i>	1		10.5	5	16.5	4 781 300		6	1.5		7.5	2 350 800	24	7 132 100	
	<i>\$518M Expenditure Plan</i>	1		11.5	5	17.5	5 055 800		6	1.5		7.5	2 350 800	25	7 406 600	
Social and Human Sciences Sector (SHS)	<i>\$507M Expenditure Plan</i>	1	2	26	14	43	11 321 100		17	3.5		20.5	6 207 800	63.5	17 528 900	
	<i>\$518M Expenditure Plan</i>	1	2	26	14	43	11 321 100		17	3.5		20.5	6 207 800	63.5	17 528 900	
Culture Sector (CLT)	<i>\$507M Expenditure Plan</i>	1	3	48	34	86	21 073 800		28	19	1	48	11 969 100	134	33 042 900	
	<i>\$518M Expenditure Plan</i>	1	3	48	34	86	21 073 800		28	19	1	48	11 969 100	134	33 042 900	
Communication and Information Sector (CI)	<i>\$507M Expenditure Plan</i>		2	23	16	41	10 234 200		11	19.5	1	31.5	6 469 000	72.5	16 703 200	
	<i>\$518M Expenditure Plan</i>		2	23	16	41	10 234 200		11	19.5	1	31.5	6 469 000	72.5	16 703 200	
Field office implementation of decentralized programmes (BFC)	<i>\$507M Expenditure Plan</i>			3	2	5	1 116 300	30	61	8	282	381	54 518 900	386	55 635 200	
	<i>\$518M Expenditure Plan</i>			3	2	5	1 116 300	30	61	8	282	381	54 518 900	386	55 635 200	

Sector/Unit		Posts at Headquarters						Posts in the Field						Total HQ and Field		
		DG/ DDG/ ADG	D	P	GS	Total HQ		D	P	NPO	L	Total Field		Posts	Costs	
						Posts	Costs					Posts	Costs			
						\$						\$		\$		
B. Programme-related services																
Coordination and monitoring of action to benefit Africa (AFR)	\$507M Expenditure Plan	1	1	5	5	12	3 269 900		1			1	305 000	13	3 574 900	
	\$518M Expenditure Plan	1	1	5	5	12	3 269 900		1			1	305 000	13	3 574 900	
Coordination and monitoring of action to implement Gender Equality (GE)	\$507M Expenditure Plan			1	2	1	4	1 293 000						4	1 293 000	
	\$518M Expenditure Plan			1	2	1	4	1 293 000						4	1 293 000	
UNESCO's response to post-conflict and post-disaster situations	\$507M Expenditure Plan				2		2	660 300						2	660 300	
	\$518M Expenditure Plan				2		2	660 300						2	660 300	
Strategic planning, programme monitoring and budget preparation (BSP)	\$507M Expenditure Plan	1	1	10	7	19	5 561 300							19	5 561 300	
	\$518M Expenditure Plan	1	1	10	7	19	5 561 300							19	5 561 300	
Organization-wide knowledge management (OKM)	\$507M Expenditure Plan			1	13	2	16	4 398 500						16	4 398 500	
	\$518M Expenditure Plan			1	13	2	16	4 398 500						16	4 398 500	
External Relations and Public Information (ERI)	\$507M Expenditure Plan	1	2	37	30	70	16 774 100		4			4	1 445 900	74	18 220 000	
	\$518M Expenditure Plan	1	2	37	30	70	16 774 100		4			4	1 445 900	74	18 220 000	
C. Participation Programme and Fellowships	\$507M Expenditure Plan				2	6	8	1 562 800						8	1 562 800	
	\$518M Expenditure Plan				2	6	8	1 562 800						8	1 562 800	
TOTAL, PART II	\$507M Expenditure Plan	8	19	268.5	176	471.5	120 306 700		31	222	94	297	644	123 519 700	1 115.5	243 826 400
	\$518M Expenditure Plan	8	19	271.5	176	474.5	121 336 600		31	222	97	298	648	124 058 700	1 122.5	245 395 300

Sector/Unit		Posts at Headquarters						Posts in the Field						Total HQ and Field		
		DG/ DDG/ ADG	D	P	GS	Total HQ		D	P	NPO	L	Total Field		Posts	Costs	
						Posts	Costs					Posts	Costs			
						\$						\$		\$		
PART III - CORPORATE SERVICES																
A. Human resources management (HRM)	<i>\$507M Expenditure Plan</i>		1	25	31	57	12 697 700							57	12 697 700	
	<i>\$518M Expenditure Plan</i>		1	25	31	57	12 697 700							57	12 697 700	
B. Financial management (BFM)	<i>\$507M Expenditure Plan</i>		1	23	26	50	11 394 300							50	11 394 300	
	<i>\$518M Expenditure Plan</i>		1	23	26	50	11 394 300							50	11 394 300	
C. Management of Support Services (MSS)	<i>\$507M Expenditure Plan</i>		2	34	119	155	28 888 800							155	28 888 800	
	<i>\$518M Expenditure Plan</i>		2	34	119	155	28 888 800							155	28 888 800	
D. Management of information systems and communications (MIS)	<i>\$507M Expenditure Plan</i>			18	25	43	8 510 100							43	8 510 100	
	<i>\$518M Expenditure Plan</i>			18	25	43	8 510 100							43	8 510 100	
TOTAL, PART III	<i>\$507M Expenditure Plan</i>		3	101	201	305	61 490 900							305	61 490 900	
	<i>\$518M Expenditure Plan</i>		3	101	201	305	61 490 900							305	61 490 900	
GRAND TOTAL, PARTS I-III	<i>\$507M Expenditure Plan</i>		10	26	409.5	395.5	841	200 057 300	31	222	94	297	644	123 519 700	1 485	323 577 000
	<i>\$518M Expenditure Plan</i>		10	26	412.5	395.5	844	201 087 200	31	222	97	298	648	124 058 700	1 492	325 145 900

Paris, 8 April 2015
All languages

In Volume 2, Draft Budget 2016-2017, in Major Programme II – Natural Sciences

1. *Under expected result 6, Performance Indicator 2, targets 1 and 2 should read as follows:*
 - At least 40 countries applying IOC guidelines to manage their coastal and marine areas
 - At least 20 countries participating in the formulation and implementation of regional interventions on coastal hazards/climate change adaptation and marine spatial planning in 2 regions
2. *Under expected result 6, Performance indicator 4, an additional target 4 should be added to read as follows:*
 - At least 30 countries responding to the IOC survey on national ocean science capacity

In Addendum 2, Expenditure plans based on expected assessed contributions, in Major Programme II

1. *The title of Major Programme Natural Sciences should read as follows:*

Major Programme II – Natural Sciences

2. *Paragraph 2 of Major Programme II introductory text should read as follows:*

With respect to IOC, \$518M ZNG+ would allow IOC to assist more SIDS member States in the transfer of marine technology through partial restoration of capacity development programmes and the strengthening of the regional sub-commissions. In particular, the IOC proposes to:

- Strengthen Tsunami and coastal sea level hazard preparedness and awareness with focus on SIDS and LDCs,
- Strengthen engagement with UN institutions and processes, including technical guidance and training for monitoring ocean SDG objectives and climate change adaptation and mitigation
- Ensure partial restoration of funding to core ocean research and observational activities which help leverage the collective contribution of all IOC Member States, including a focus on capacity

development building local services from ocean data and forecast system infrastructure, and marine spatial planning.

3. *Under expected result 4, the targets of performance indicators 2 and 3 should read as follows:*
 - (i) Identification of biological parameters (best practice) necessary to observe the impact of ocean acidification at 2 sites in LDCs and SIDS
4. *Under expected result 4, the \$507M target of performance indicator 3 should read as follows:*
 - Member States leverage a basic level of coordinating services and strategic guidance for global-scale sustained ocean observations, focused on climate requirements
5. *Under expected result 4, the \$518M target of performance indicator 3 should read as follows:*
 - Member States leverage a basic level of coordinating services and strategic guidance for global-scale sustained ocean observations, focused on climate requirements with some regard to ocean services
6. *Under expected result 6, the \$507M target for performance indicators 2 should read as follows:*
 - At least 16 countries participating in the formulation and implementation of regional interventions on coastal hazards/climate change adaptation and marine spatial planning in one region
7. *Under expected result 6, the \$518 target for performance indicator 2 should read as follows:*
 - At least 18 countries participating in the formulation and implementation of regional interventions on coastal hazards/climate change adaptation and marine spatial planning in one region
8. *Under expected result 6, the following targets for performance indicator 3 should read as follows:*

TMT: website, brochure, training material created
IOCAFRICA: 1 African summer school
IOCARIBE: 1 IOCARIBE summer school
WESTPAC: At least one additional RTRC established and 1 course organized
9. *Under expected result 6, targets under performance indicator 4 should read as follows:*
 - Quantitative bibliometric analysis to observe developments in science
 - Analysis of networks and scientific regional cooperation
 - Qualitative information retrieved from the ad hoc survey
 - At least 30 countries responding to the IOC survey on national ocean science capacity
10. *In Global Priority Gender Equality of Major Programme II, performance indicator 1 of expected result 4 should read as follows:*
 - Percentage of women participants in UNESCO-led scientific conferences, and in high-level meetings on the science agenda and science policy



United Nations
Educational, Scientific and
Cultural Organization

2016-2017

38 C/5

ADDENDUM 3

COMPREHENSIVE
PARTNERSHIP STRATEGY
TARGETS AND EXPECTED RESULTS
FOR EACH CATEGORY OF PARTNER





United Nations
Educational, Scientific and
Cultural Organization

2016-2017

38 C/5

ADDENDUM 3

COMPREHENSIVE
PARTNERSHIP STRATEGY
TARGETS AND EXPECTED RESULTS
FOR EACH CATEGORY OF PARTNER

Published in 2015
by the United Nations Educational,
Scientific and Cultural Organization
7, Place de Fontenoy, 75352 PARIS 07 SP
Composed and printed in the workshops of UNESCO

Cover photo: © Shutterstock/Godruma

© UNESCO 2015
Printed in France

Introduction

During its review of the consolidated biennial report on the Comprehensive Partnership Strategy at its 195th session, the Executive Board requested that the Director-General submit to the 196th session an annex to the 38 C/5, with the targets and expected results for each category of partner covered by the partnership strategy.

There is continuity between the expected results for each category of partner linked to the 37 C/5 and to the 38 C/5. The expected results for each category of partner, set out in the present annex are primarily based on those set out in 195 EX/4 Part IV and 192 EX/5 INF, with only very minor adjustments, where required, to performance indicators or targets. It must be recalled that since the Comprehensive Partnership Strategy was presented in its entirety in September 2013 (192 EX/5 INF), and as it is aligned with the C/4 cycle of 8 years and reviewed every 4 years the next review of the strategy, to ensure its continuing relevance, should take place in 2017. The Executive Board also requested that the present annex should include a chart showing the anticipated amount of yearly contributions by category of partner, especially for the private sector. Although there are 11 categories of partner covered by the Comprehensive Partnership Strategy, only two categories of partner provide significant financial resources to the Organization, namely bilateral government funding partners and the private sector.

The estimation of anticipated contributions from bilateral government funding partners and from the private sector is linked to the wider, more complex process of setting targets for resource mobilization for each expected result in the C/5, the timeline for which extends beyond the 196th session of the Executive Board. Based on an analysis of past trends as well as needs and specific opportunities with potential donors linked to each C/5 expected result, resource mobilization targets will be finalized in parallel with the C/5 before the 38th Session of the General Conference. Resources must be mobilized from a wide range of donors. With the exception of bilateral government funding partners and the private sector, these donors are not categories of partner covered by the Comprehensive Partnership Strategy. They include UN funding sources, and (non UN) multilateral institutions which include important funding sources, like the EU, and multilateral development banks.

Since the data on the anticipated amount of yearly contributions from the private sector, and bilateral government funding partners, needs to be submitted to the Executive Board before the analysis relating to the formulation of resource mobilization targets for the C/5 has been completed, it would be premature to formulate annual funding targets for 2016 and 2017 for bilateral government partners and the private sector on a stand alone basis. This would give an incomplete picture of the overall resources to be mobilized by UNESCO. Nevertheless an approximate assessment is made of the order of magnitude of annual contributions that could be expected for private sector and bilateral government partners based on an analysis of prior patterns in voluntary contributions by category of donor between 2010 and 2013, as detailed below.¹ Since contributions to the Emergency Fund are not considered as a recurrent phenomenon, cumulative figures on these voluntary contributions are presented separately and are not taken into account in the calculation of the average.

¹ Data is based on figures on annual voluntary contributions provided by the Bureau of Financial Management. Data on 2014 voluntary contributions at end December 2014 was not available at the time of writing.

Annual voluntary contributions in millions of USD

Category of partner	2010	2011	2012	2013	Indicative annual amount based on average
Private funding to Emergency Fund	–	20.02	0.08	0.01	–
Other private funding	20.0	30.4	33.6	50.7	30.1
Bilateral funding partners to Emergency Fund	–	0.2	47.5	1.4	–
Other bilateral Funding	205.2	195.5	200.7	238.1	209.9

A. Private Sector

Expected Results	Performance indicator (PI) (a maximum of three)	Baseline	Means of verification (M) (data source)	Quantitative and/ or qualitative Target/ Benchmark (T) (on the basis of baseline data (b))
Expected Result N°1 Number of agreements with private sector increased by 20% over 4 years	PI1: number of agreements signed per calendar year PI2:	36 agreements in 2012 (companies, foundations, individuals, etc)	M1: number of projects created in SISTER M2: corresponding financial information in FABS	T 1 and (b 1): 40
Expected Result N°2 Private sector donor base expanded by 20% over 4 years, including new partners from BRICS and emerging markets	PI1: number of new partners from the BRICS per calendar year PI2: number of new partners from emerging market per calendar year	18 partners from the BRICS in 2012	M1: number of new agreements signed based on BSP/CFS reporting to the Executive Board M2: BSP/CFS database updated	T 1 and (b 1): 20 (17) T 2 and (b 2):

B. Bilateral funding partners

Expected Results	Performance indicator (PI) (a maximum of three)	Baseline	Means of verification (M) (data source)	Quantitative and/or qualitative Target/Benchmark (T) (on the basis of baseline data (b))
Expected Result N°1 Level of overall contributions from bilateral government donors stabilized	PI: Annual voluntary contributions	USD 248 million at December 2012	M 1: BFM figures on annual contributions at 31 December each year	T 1 and (b1): Annual voluntary contributions from bilateral Government donors between USD 240 million and USD 250 million
Expected Result N°2 Cooperation maintained with emerging donors including through self- benefiting modality (bilateral government donors)	PI: Number of Project Agreements with emerging donors, including through the self-benefiting modality, signed	(b1): 33 project agreements signed as at December 2012	M1: Data on extrabudgetary projects in SISTER	T1 and (b1): 10% increase over the 4 year period in signed Project Agreements with emerging donors including through the self-benefiting modality
Expected Result N°3 Strong, multiannual partnerships maintained with bilateral government donors	PI Number of review meetings organized on an annual basis for joint planning and review	(b1): 14 review meetings in 2012	M.1: Outlook calendar of the Division for Cooperation with extrabudgetary Funding Sources. Reports of project officers for decentralized projects	T1 and (b1) On an annual basis between 12 and 18 review meetings organized with bilateral government donors.

C. Non-Governmental Organizations (NGOs)

Expected Results	Performance indicator (PI) (a maximum of three)	Baseline	Means of verification (M) (data source)	Quantitative and/or qualitative Target/Benchmark (T) (on the basis of baseline data (b))
Expected Result N°1 Network of NGOs in official partnership with UNESCO revitalized and widened, more representative in regard to its geographical diversity and the status of cooperation	PI 1: Number of new NGOs entering into official partnership from regions underrepresented		M 1: statutory document for the Executive Board Database	T 1 and (b 1): Ratio 75: 25 (81: 19)
	PI 2: Number of NGOs attending the International Conference of NGOs (2014 and 2015)		M 2: statutory document for the Executive Board	T 2 and (b 2): 160 (130)
	PI 3: Number of events organized collectively by NGOs		M 3: statutory document for the Executive Board	T 3 and (b 3): 6 (6)
Expected Result N°2 Attainment of the Organization's strategic objectives increased through NGOs' contribution	PI 1: Number of NGOs contributing to consultations executed for programme planning		M 1: reporting to the Executive Board	T 1 and (b 1): 120 (90)
	PI 2: Joint activities implemented with NGO partners		M 2: Database	T 2 and (b 2): 15 (11)
Expected Result N°3 Evaluation and impact assessment on the partnership with NGO improved	PI 1: Regular screenings of individual partnership undertaken and recommendations implemented (including termination of partnership)		M 1: Database	T 1 and (b 1): 1 (1)
	PI 2: Global review of the overall cooperation with NGOs carried out		M 2: statutory document for the Executive Board and the General Conference	T 2 and (b 2): 1 (0)

D. Media

Expected Results	Performance indicator (PI) (a maximum of three)	Baseline	Means of verification (M) (data source)	Quantitative and/or qualitative Target/Benchmark (T) (on the basis of baseline data (b))
Expected Result N°1 Media partnerships to enhance UNESCO visibility through sustainable and active partnerships improved and increased	PI 1: further develop media partnerships completing the existing ones in terms of countries as well as nature of media so as to secure larger audience coverage.		M 1: UNESCO DPI monthly visibility report: number of articles/videos, interview, Op-Ed, etc.	T 1 and (b 1): Number of press articles obtained with the partners
	PI 2: Development of media-based communication campaigns in key countries where the brand building is mostly needed, targeting young people in particular, thanks to sustainable partnerships with media and/or advertisement agencies.		M 2: Development of a network of institutional relationships with media team (management, documentaries and partnerships teams in particular)	T 2 and (b 2): number and nature of media and communication partnerships established
Expected Result N°2 Support of civil society entities enhanced to further develop specific communication projects thus increasing visibility opportunities	PI 1: establishment of specific communication projects (exhibitions, publications, international conferences, etc.) on sectors' priorities and strategic events based on the tripartite model: UNESCO/media/ private sponsor.		M 1: Numbers of communication projects serving the Sectors' specific communication needs (education, oceans, sustainable development, etc.)	T 1 and (b 1): increased visibility of UNESCO in the region thanks to regional or global communication projects.
	PI 2: Create communication opportunities with NGOs, foundations, audiovisual/ cinema production companies, press agencies, etc. to build up UNESCO's network of event partners and association to key events (where UNESCO can benefit from valuable communication platforms to promote its messages)		M 2: yearly renewal of the events and ongoing fruitful relationships with the communication and media partners	T 2 and (b 2): numbers of events organized in partnership with UNESCO and events reports for major events partnerships stating the volume and the profile of the audience reached

E. Parliamentarians

Expected Results	Performance indicator (PI) (a maximum of three)	Baseline	Means of verification (M) (data source)	Quantitative and/or qualitative Target/Benchmark (T) (on the basis of baseline data (b))
Expected Result N°1 Parliamentarians involved in UNESCO's normative action including the ratification of the international conventions and reciprocal representation in respective General Assemblies	PI 1: Visibility of UNESCO's action increased, notably its standard-setting action in the legislative sphere		M 1: UNESCO's participation in parliamentary conferences and organization of parliamentary meetings by UNESCO	T 1 and (b 1): participation of parliamentary institutions in UNESCO committees on EFA and international conventions
	PI 2: National Commissions associated with this push for partnership with parliamentarians that vote national budgets in areas of interest to UNESCO and ratify international conventions		M 2: triangular partnership UNESCO/National Commissions and parliamentarians developed in order to sensitize and engage on UNESCO's programme, objectives and priorities	T 2 and (b 2): increased representation of parliamentarians in main bodies of National Commissions
Expected Result N°2 Broader support of parliamentarians to UNESCO ensured, notably in LDCs	PI 1: cooperation pursued between UNESCO and international & regional parliamentary organizations in the field of normative action		M 1: Organization's support base in Member States expanded by increased number of parliamentarians attending UNESCO events on normative action, especially in the field of EFA, culture and sciences	T 1 and (b 1): increased visibility of UNESCO in decision-making circles and favourable conditions for expanding the Organization's support base in Member States created
				T 2 and (b 2): visible mobilization and involvement of parliamentarians by National Commissions and field offices in their respective countries, notably in LDCs

F. Associations, Centres and Clubs for UNESCO

Expected Results	Performance indicator (PI) (a maximum of three)	Baseline	Means of verification (M) (data source)	Quantitative and/or qualitative Target/Benchmark (T) (on the basis of baseline data (b))
Expected Result N°1 Associations, Centres and Clubs' support for UNESCO's action secured	PI 1: Activities of Associations, Clubs and Centres for UNESCO in line with UNESCO's mission and objectives		M 1: Results of UNESCO Clubs' surveys undertaken by National Commissions to UNESCO	T and (b) 1: Increased number of activities in line with the objectives and priorities of UNESCO featured in UNESCO Clubs' survey and Activity reports from National Commissions (b1: WFUCA and Regional Federations of UNESCO Clubs (in total 6 entities) mobilized for conducting activities in line with UNESCO's mission and objectives)
	PI 2: Involvement of women and youth in the Clubs activities increased		M 2: Activity reports from National Commissions submitted within the framework of the Action Plan of the Tripartite working Group	T and (b) 2: Increased number of Clubs activities specifically targeting and/or involving women and youth (b2: WFUCA and Regional Federations of UNESCO Clubs (in total 6 entities) mobilized for conducting activities targeting these groups)
Expected Result N°2 Partnership between Clubs and National Commissions strengthened	PI 1: National Commissions accredit, monitor and assess as appropriate the Associations, Centres and Clubs for UNESCO in their respective countries		M 1: Global review of the overall cooperation with Associations, Centres and Clubs for UNESCO carried out at the country level	T 1 and (b 1): reporting to UNESCO (ERI) on the Recommendations 6 of the Action Plan of the Tripartite working Group
	PI 2: name and logo of UNESCO properly used by Clubs for UNESCO.		M 2: decreased misuse of the name, acronym, logo and internet domain names of UNESCO by Clubs	T 2 and (b 2): 100 National Commissions to be sensitized about their role as guarantors of the proper use of UNESCO's name and logo during all events organized for National commissions, and displaying this commitment at the country level

G. Academic – universities and other higher education institutions, research institutions in higher education

Expected Results	Performance indicator (PI) (a maximum of three)	Baseline	Means of verification (M) (data source)	Quantitative and/or qualitative Target/Benchmark (T) (on the basis of baseline data (b))
Expected Result N°1 Cooperation and networking strengthened and university expertise mobilized to serve UNESCO's programme delivery in its priority areas	PI 1: Number of UNITWIN/ UNESCO Chairs mobilized to support programme delivery in UNESCO's priority areas		M 1: Annual or bi-annual Reports	T 1 and (b 1): 50 UNITWIN/ UNESCO Chairs (Education)

H. UNESCO Associated Schools Project Network (ASPnet)

Expected Results	Performance indicator (PI) (a maximum of three)	Baseline	Means of verification (M) (data source)	Quantitative and/or qualitative Target/Benchmark (T) (on the basis of baseline data (b))
Expected Result N°1 Countries supported in the development of knowledge, values and skills in the area of peace and human rights and other key UNESCO and UN priorities	PI 1: Number of ASPnet members supported which have delivered quality programmes and projects on peace, human rights and other UNESCO and UN priorities		M 1: Country reports	T 1 and (b 1): 20% of ASPnet members

I. UNESCO Honorary and Goodwill Ambassadors

Expected Results	Performance indicator (PI) (a maximum of three)	Baseline	Means of verification (M) (data source)	Quantitative and/or qualitative Target/Benchmark (T) (on the basis of baseline data (b))
Expected Result N°1 All Honorary and Goodwill Ambassadors have an action plan	PI 1: % of total action plans that match with UNESCO's programme, objectives, and priorities		M 1: Honorary and Goodwill Ambassadors' active involvement in events, activities, and meetings organized by UNESCO	T 1 and (b 1): 40% (16%)
	PI 2: % of total action plans that include the communication strategy aiming to increase UNESCO's visibility		M 2: Increased use of UNESCO's name and logo	T 2 and (b 2): 40% (16%)
Expected Result N°2 Cooperation between UNESCO's Field Offices and Honorary and Goodwill Ambassadors is strengthened	PI 1: % of Honorary and Goodwill Ambassadors that include visit of UNESCO's Field Offices in their professional agendas		M1: Increased participation of Honorary and Goodwill Ambassadors in the events and project implementation organized by UNESCO's Field Offices	T 1 and (b 1): 40% (11%)
	PI2: % of Honorary and Goodwill Ambassadors that establish, if necessary, direct contacts with UNESCO's Field Offices		M 2: Honorary and Goodwill Ambassadors initiate activities in line with UNESCO Field Offices' priorities	T 2 and (b 2): 40% (11%)
Expected Result N°3 Honorary and Goodwill Ambassadors continue to raise funds for UNESCO's programme objectives and priorities	PI1: % of Honorary and Goodwill Ambassadors that make personal financial contributions towards the Organization's priority programmes, projects and activities		M1: Honorary and Goodwill Ambassadors' financial contributions are reflected in communication tools of UNESCO	T 1 and (b 1): 25% (12%)
	PI2: % of Honorary and Goodwill Ambassadors that mobilize extrabudgetary resources and work out co-funding schemes in close co-operation with UNESCO		M2: Honorary and Goodwill Ambassadors' work with public and private partners is reflected in communication tools of UNESCO	T 2 and (b 2): 40% (22%)

J. UNEVOC Network

Expected Results	Performance indicator (PI) (a maximum of three)	Baseline	Means of verification (M) (data source)	Quantitative and/or qualitative Target/Benchmark (T) (on the basis of baseline data (b))
<p>Expected Result N°1 The UNEVOC Network strengthened through expansion of capacity building and knowledge management activities</p>	<p>PI 1: Number of UNEVOC Centres actively contributing to TVET online databases evidence based promising practices and moderated discussion e-forum</p>		<p>M 1: World TVET Database, Promising practices, e-Forum online conferences</p>	<p>T 1a and (b 1): 60 UNEVOC Centres validated and updated TVET database; minimum 12 online conferences organized and 40 quality promising practices coming from at least 25 UNEVOC centres initiatives</p>
	<p>PI 2: Number of UNEVOC centres which benefited from capacity building programmes</p>		<p>M 2: UNEVOC International Centre's reports on activities (e.g. meetings reports, conferences proceedings)</p>	<p>T2 and (b 2) 40 UNEVOC Centres benefitted (by 2017)</p>
	<p>PI 3: Number of UNEVOC Centres which successfully renewed their membership</p>		<p>M 3: Network portal update</p>	<p>T 3 and (b 3): 50% successfully renewed their membership</p>

K. Category 2 institutes and centres under the auspices of UNESCO

Expected Results	Performance indicator (PI) (a maximum of three)	Baseline	Means of verification (M) (data source)	Quantitative and/or qualitative Target/Benchmark (T) (on the basis of baseline data (b))
Expected Result N°1 Category 2 institutes and centres made programmatic contributions to the strategic objectives of UNESCO	PI 1: Number of category 2 institutes and centres contributed to UNESCO regular programme		M 1: Category 2 institutes and centres' regular reports to UNESCO	T 1 and (b 1): Fact sheets on 95 category 2 institutes and centres updated, including online
			M 2: UNESCO overall reporting on activities by category 2 institutes and centres	
Expected Result N°2 Cooperation with category 2 institutes and centres strengthened and implementation of the integrated comprehensive strategy for category 2 institutes and centres improved	PI 1: Number of international, interregional and regional meetings of category 2 institutes and centres organized		M 1: Meeting reports	T 1 and (b 1): At least 50% of category 2 institutes and centres participated in annual and/or ordinary network meetings
	PI 2: Number of category 2 institutes and centres renewed		M 2: Renewal assessments	T 2 and (b 2): Guidance and criteria of the integrated comprehensive strategy for category 2 institutes and centres applied for 100 % of the renewed agreements

CORRIGENDUM 3

38 C/5 Draft – Addendum 2 – Annex 2

In Addendum 2, Expenditure plans based on expected assessed contributions

The table of Annex 2 should read as follows:



United Nations
Educational, Scientific and
Cultural Organization

Annex 2 – Summary of regular programme established posts by grade category for the \$507M and \$518M expenditure plans

Sector/Unit		Posts at Headquarters						Posts in the Field						Total HQ and Field	
		DG/ DDG/ ADG	D	P	GS	Total HQ		D	P	NPO	L	Total Field		Posts	Costs
						Posts	Costs					Posts	Costs		
						\$								\$	
PART I – GENERAL POLICY AND DIRECTION															
A. Governing bodies	<i>\$507M Expenditure Plan</i>		1	2	6	9	2 100 500							9	2 100 500
	<i>\$518M Expenditure Plan</i>		1	2	6	9	2 100 500							9	2 100 500
B. Direction	<i>\$507M Expenditure Plan</i>	2	3	38	12.5	55.5	16 159 200							55.5	16 159 200
	<i>\$518M Expenditure Plan</i>	2	3	38	12.5	55.5	16 159 200							55.5	16 159 200
TOTAL, PART I	<i>\$507M Expenditure Plan</i>	2	4	40	18.5	64.5	18 259 700							64.5	18 259 700
	<i>\$518M Expenditure Plan</i>	2	4	40	18.5	64.5	18 259 700							64.5	18 259 700
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES															
A. Programmes															
Education Sector (ED)	<i>\$507M Expenditure Plan</i>	1	4	49	31	85	21 764 900	1	68	31	11	111	29 621 100	196	51 386 000
	<i>\$518M Expenditure Plan</i>	1	4	49	31	85	21 764 900	1	68	31	11	111	29 621 100	196	51 386 000
Natural Sciences Sector (SC)	<i>\$507M Expenditure Plan</i>	2	3	47.5	28	80.5	21 276 500		32	13	2	47	12 982 900	127.5	34 259 400
	<i>\$518M Expenditure Plan</i>	2	3	50.5	28	83.5	22 306 400		32	16	3	51	13 521 900	134.5	35 828 300
(of which IOC)	<i>\$507M Expenditure Plan</i>	1		10.5	5	16.5	4 781 300		6	1.5		7.5	2 350 800	24	7 132 100
	<i>\$518M Expenditure Plan</i>	1		11.5	5	17.5	5 055 800		6	1.5		7.5	2 350 800	25	7 406 600
Social and Human Sciences Sector (SHS)	<i>\$507M Expenditure Plan</i>	1	2	26	14	43	11 321 100		17	3.5		20.5	6 207 800	63.5	17 528 900
	<i>\$518M Expenditure Plan</i>	1	2	26	14	43	11 321 100		17	3.5		20.5	6 207 800	63.5	17 528 900
Culture Sector (CLT)	<i>\$507M Expenditure Plan</i>	1	3	48	34	86	21 073 800		28	19	1	48	11 969 100	134	33 042 900
	<i>\$518M Expenditure Plan</i>	1	3	48	34	86	21 073 800		28	19	1	48	11 969 100	134	33 042 900
Communication and Information Sector (CI)	<i>\$507M Expenditure Plan</i>		2	23	16	41	10 234 200		11	19.5	1	31.5	6 469 000	72.5	16 703 200
	<i>\$518M Expenditure Plan</i>		2	23	16	41	10 234 200		11	19.5	1	31.5	6 469 000	72.5	16 703 200
Field office implementation of decentralized programmes (BFC)	<i>\$507M Expenditure Plan</i>			3	2	5	1 116 300	30	61	8	282	381	54 518 900	386	55 635 200
	<i>\$518M Expenditure Plan</i>			3	2	5	1 116 300	30	61	8	282	381	54 518 900	386	55 635 200

Sector/Unit		Posts at Headquarters						Posts in the Field						Total HQ and Field	
		DG/ DDG/ ADG	D	P	GS	Total HQ		D	P	NPO	L	Total Field		Posts	Costs
						Posts	Costs					Posts	Costs		
						\$						\$		\$	
B. Programme-related services															
Coordination and monitoring of action to benefit Africa (AFR)	<i>\$507M Expenditure Plan</i>	1	1	5	5	12	3 269 900		1			1	305 000	13	3 574 900
	<i>\$518M Expenditure Plan</i>	1	1	5	5	12	3 269 900		1			1	305 000	13	3 574 900
Coordination and monitoring of action to implement Gender Equality (GE)	<i>\$507M Expenditure Plan</i>		1	2	1	4	1 293 000							4	1 293 000
	<i>\$518M Expenditure Plan</i>		1	2	1	4	1 293 000							4	1 293 000
UNESCO's response to post-conflict and post-disaster situations	<i>\$507M Expenditure Plan</i>			2		2	660 300							2	660 300
	<i>\$518M Expenditure Plan</i>			2		2	660 300							2	660 300
Strategic planning, programme monitoring and budget preparation (BSP)	<i>\$507M Expenditure Plan</i>	1	1	10	7	19	5 561 300							19	5 561 300
	<i>\$518M Expenditure Plan</i>	1	1	10	7	19	5 561 300							19	5 561 300
Organization-wide knowledge management (OKM)	<i>\$507M Expenditure Plan</i>		1	13	2	16	4 398 500							16	4 398 500
	<i>\$518M Expenditure Plan</i>		1	13	2	16	4 398 500							16	4 398 500
External Relations and Public Information (ERI)	<i>\$507M Expenditure Plan</i>	1	2	37	30	70	16 774 100		4			4	1 445 900	74	18 220 000
	<i>\$518M Expenditure Plan</i>	1	2	37	30	70	16 774 100		4			4	1 445 900	74	18 220 000
C. Participation Programme and Fellowships	<i>\$507M Expenditure Plan</i>			2	6	8	1 562 800							8	1 562 800
	<i>\$518M Expenditure Plan</i>			2	6	8	1 562 800							8	1 562 800
TOTAL, PART II	<i>\$507M Expenditure Plan</i>	8	20	267.5	176	471.5	120 306 700	31	222	94	297	644	123 519 700	1 115.5	243 826 400
	<i>\$518M Expenditure Plan</i>	8	20	270.5	176	474.5	121 336 600	31	222	97	298	648	124 058 700	1 122.5	245 395 300

