INFORMATION REGARDING THE IMPLEMENTATION OF DECISIONS OF THE GOVERNING BODIES

OUTLINE

Source: 36 C/Resolution 30, 36 C/Resolution 36 and 36 C/Resolution 53 1(iii).

Background: By the above resolutions the General Conference requested the Director-General to report to it on the implementation of: (a) the UNESCO Engineering initiative; (b) the desirability of preparing a draft universal declaration of ethical principles in relation to climate change and (c) the Status of press freedom and safety of journalists.

Purpose: The Director-General reports to the General Conference on the implementation of the above matters as requested by it.

(i)

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36 C/Resolution 30

Assessment of the Implementation of the UNESCO Engineering Initiative (UEI)

I.   Introduction

1.   Engineering is vitally important for addressing large-scale challenges facing society, including: access to affordable health care; energy, transportation and climate change; providing more equitable access to information; clean drinking water; natural and man-made disaster mitigation, environmental protection and natural resource management. Engineering also plays crucial roles in local economic development and in creation of jobs for youth.

2.   At its 36th session, the General Conference approved the creation of the UNESCO Engineering Initiative (UEI) and requested the Director-General to: (a) focus particularly on third level engineering education, and curricular innovation, to tailor engineering education to sustainable development, capacity-building, and the attainment of the internationally agreed development goals; (b) pursue UNESCO's engineering activities in an interdisciplinary fashion, integrating all sciences, policy work and mobilizing civil society support; (c) seek partnerships with different sectors of society, including the private sector, higher education institutions, international and national engineering associations; and (d) ensure that the UEI gives special focus to gender mainstreaming.

3.   A progress report on the UEI was submitted to the 190th session of the Executive Board (190 EX/5 Part I). This document provides a higher-level assessment of the work of the UEI.

II.   Main results achieved and Impact

4.   The UEI has made considerable progress aligned with the above-mentioned four strategic directions. Below is an overarching assessment of the achievements to date, followed by more detailed information on the activities and the lessons learned. Notable accomplishments include:

- Garnering the participation of a wide range of significant partners worldwide:

   The UEI has been successful in creating new partnerships with organizations from multiple sectors of society including engineering professional bodies, industry, academia, civil-society organizations, and several Member States. The very positive response has demonstrated the support of the international community for UNESCO's focus on engineering.

- Promoting a vision to advance engineering for sustainable development:

   Through UNESCO's participation and leadership roles in multiple fora, initiatives and intergovernmental processes worldwide, progress has been made in promoting a more comprehensive vision for the full spectrum of Science, Technology and Innovation (STI) for sustainable development, including the indispensable roles engineering plays in translating the results of scientific research into new products and services for the benefit of society. UNESCO has a strategic leadership role to play in integrating the natural sciences, social sciences and engineering communities in the context of the Post-2015 Development Agenda.

- Enhancing collaboration within UNESCO:

   Enhanced linkages include: (a) better ties within SC, e.g. between disasters and engineering, and between science education and engineering; (b) enhancing collaboration between the SC and other sectors, most notably with ED and with CI; and (c)

strengthening joint efforts with UNESCO-affiliated institutes and centres, including the Abdus Salaam International Centre for Theoretical Physics (ICTP), but also with two new engineering-related category 2 centres in Denmark and in China that are proposed for approval by the General Conference at its 37th session, and with the International Centre for South-South Cooperation for Science, Technology and Innovation (ISTIC), a category 2 centre in Kuala Lumpur, Malaysia.

- Implementing concrete projects in collaboration with partners:

Following strategic planning discussions with multiple key partners, a number of key activities have been implemented. Key strategic foci include: innovations in engineering education (with a primary focus on the developing world, in particular Africa); enhancing the interest and participation of youth in engineering, with a strong focus on women and girls; and promoting engineering for sustainable development.

II.1 Creation of strategic partnerships

5. Several high successful new partnerships have been established with professional engineering societies, industry, academic and civil society, and have included the signing of several MoUs and the implementation of initial programme activities. Detailed information is available on the Science Sector Website.[1]

II.2 Engineering education

6. A joint UNESCO-WFEO initiative on the creation of an online "Compendium of Capacity-Building in Engineering Guidelines" resulting in a dedicated website for the Compendium is being tested and is due to go live in September 2013.

7. To encourage more hands-on activities in engineering, UEI partnered with EWB-UK, ICTP, IEEE, Microsoft, Nokia, Intel and others on the first "Science and Engineering Fair" at the University of Nigeria, Nsukka (UNN) held from 17 to 22 June 2013. During this fair, about 120 engineering students at UNN were taught to run four engineering projects which they thereafter introduced to about 2,000 students and teachers – including around 1,500 girls – to ensure the sustainability of the outreach activities.

8. UEI and Intel have developed a joint strategic plan for strengthening science, technology, engineering and mathematics (STEM) education, and on mobile-learning. The plan includes collaboration on the Intel Science and Engineering Fair (ISEF). The first Arab ISEF, under the patronage of UNESCO, took place in Dubai in December 2012. The first African ISEF, planned together with UNESCO, will take place in October 2013 in South Africa.

9. To strengthen engineering education in African universities, UNESCO has provided support to a session on "Africa and the Diaspora" at the Conference of Vice Chancellors and Deans of Science and Technology (COVIDSET, October 2013).

II.3 Women and youth in engineering

10. The issue of the low participation of women in engineering in Africa and the Arab States will be addressed through an International Gas Union (IGU)-UNESCO round table to be held in December 2013. Two sessions will address the low numbers of young women that study engineering in Africa and why the high percentages of young women studying engineering in the Arab States, does not translate into the workforce.

11. UNESCO partnered with Airbus on the "Fly Your Ideas" (FYI) competition encouraging young people to come up with imaginative and original ideas and solutions for a greener aviation industry.

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[1] http://www.unesco.org/new/fr/natural-sciences/science-technology/engineering/unesco-engineering-initiative/

UEI and WFEO organized a conference for Youth in Engineering in Kuwait, held under the patronage of His Highness the Amir of Kuwait (10-12 February 2013).

12. UEI worked with the European Petrochemical Association (EPA) to create an awareness-raising film to encourage youth to embark on STEM careers (May 2013) (http://www.youtube.com/watch?feature=player_embedded&v=gYp5faoAR1k).

13. The UNESCO Chair in Sustainable Engineering for Developing Communities at the Technion, Haifa, is running a course on "Engineering for Developing Communities". A one-month course is being held in Nepal and there is a joint project between the Technion, University of Colorado and Kathmandu University.

II.4 Engineering for sustainable development

14. A project is under development with the theme of "quality engineering for sustainability", bringing together the nine technical universities of Germany (with the lead of the TU-Berlin), several German industrial partners, the German National Commission, and partner universities worldwide (including initially from China, Thailand, Viet Nam, Brazil, Mexico, India, Malaysia, Argentina and others).

15. At its 191st session, the Executive Board endorsed the proposal by the Government of People's Republic of China to establish the International Knowledge Centre of Engineering Sciences and Technology, in Beijing, as a category 2 centre under the auspices of UNESCO, led by the Chinese Academy of Engineering, and located at the Zhejiang University in Hangzhou. Also endorsed at the session was the proposal for the establishment at Aalborg University in Denmark, of an Aalborg Centre for Problem-Based Learning and Engineering Science and Sustainability, as a category 2 centre under the auspices of UNESCO.

II.5 Impact

16. The UEI is a very recent initiative – its primary impact has been to mobilize partnerships and raise the visibility of UNESCO in the field of engineering in particular on the importance of engineering for the sustainable development agenda. Building on lessons learnt, the UEI will take advantage of the strategic strengths of UNESCO, specifically in the intergovernmental arena, with Ministries of S&T, Education, and economic development.

III. Challenges and lessons learnt

17. The main challenges relate to UNESCO's budgetary situation, in particular the lack of sufficient resources. However, support has been given by the South African Government to develop a strategy for engineering in Africa, and by the American Society of Civil Engineering to help develop the UEI and to mobilize extra-budgetary funding. It is possible to achieve good initial results with limited resources, if UNESCO engineering networks are mobilized including category 2 centres, UNESCO Chairs and UNITWIN networks, as well as the two UNESCO category 1 institutes (ICTP and UNESCO-IHE Institute for Water Education). With the support of external partners, both technical and financial, and of UNESCO networks, Member States can be assisted in building systems to more effectively target engineering for sustainable development.

IV. Way forward

18. In the future, the UEI will focus on the following:

- Creation of more comprehensive strategic planning processes that integrate the elements/contributions of disparate partners and UNESCO programmes, centres, Chairs, field offices, etc.;

- A targeted and ambitious fundraising campaign, with regional focus on engineering in Africa, and with links to UNESCO's Africa flagship projects;

- Further unleashing capacity of youth organizations with an interest in engineering to play leadership roles;

- Broadening the base of collaboration with academia, with focus on curricular innovation, and on attracting women and girls, as well as on their career development;

- Strengthening <u>policy</u> dimensions of UNESCO's work on engineering capacity development;

- Development of more rigorous methodologies for assessment of impact.

36 C/Resolution 36

Consideration of the desirability of preparing a draft universal declaration of ethical principles in relation to climate change

19.   In 36 C/Resolution 36 relating to the desirability of preparing a draft universal declaration of ethical principles in relation to climate change, the General Conference, considering that it would not be appropriate at that time to proceed with the drafting of such a declaration, requested the Director-General to maintain and enhance activities in environmental ethics, including through the work of the World Commission on the Ethics of Scientific Knowledge and Technology (COMEST), and the social and human science dimensions of climate change, including through the Management of Social Transformations (MOST) Programme's focus on social transformations arising from global environmental change, with a view to contributing to the understanding of adaptation challenges and the development of adaptation capacities through sustained national policies. The General Conference also noted that the Director-General had been requested by the Executive Board to submit a report to it which was examined at its 190th session.

20.   Follow-up to resolution 36 C/Resolution 36 has thus proceeded primarily through programme work in environmental ethics and the social and human science dimensions of global environmental change.

21.   At its seventh Ordinary Session (Doha, Qatar, October 2011), COMEST had adopted "A Framework of Ethical Principles and Responsibilities for Climate Change Adaptation", taking account of scientific and scholarly findings in relevant disciplines and of the diversity of expert opinions. COMEST considered that this Framework of Ethical Principles could, if Member States wished to build on it, constitute a consensual and practical basis for certain aspects of a universal declaration of ethical principles in relation to climate change. However it also recognized that issues of climate change mitigation require further consideration and elaboration. At the seventh Ordinary Session, COMEST further launched a process to draft a report entitled "Background for a Framework of Ethical Principles and Responsibilities for Climate Change Policies", in order to lay out the thinking behind the aforementioned framework, including COMEST's decisions to focus in this instance on climate change adaptation; and to propose specific responsibilities that help indicate the concrete tasks that need to be carried out if the principles are to be satisfied. The report was finalized, after peer review and broad public consultation, at the eighth Ordinary Session (Bratislava, Slovak Republic, May 2013).

22.   Following up the decisions of its seventh Ordinary Session at its Extraordinary Session (Paris, France, July 2012), COMEST noted that the General Conference had determined that it would not be appropriate to proceed with the drafting of a declaration of ethical principles in relation to climate change. While acknowledging the difficulty of elaborating consensual and relevant ethical principles to address all aspects of climate change, in particular mitigation,

COMEST nonetheless reaffirmed that "determination of universal ethical principles in relation to climate change would complement other efforts under way within the United Nations system, subject to explicit articulation of UNESCO action with discussion on implementation of UNFCCC" and proposed to pursue its work on ethical principles in relation to climate change in order to establish a more comprehensive framework, dealing with all aspects of the subject, for adoption, at the latest, at its Ordinary Session in 2015.

23.   In October 2012, at its 190th session, the Executive Board received a report from the Director-General (190 EX/10), which concluded *inter alia* that "It remains uncertain whether an expert consensus on [ethical principles in relation to climate change] is achievable. Furthermore, there are doubts about the value of an ethical initiative by UNESCO on climate change, given the current state of international negotiations on the subject." In its decision (190 EX/Decision 10), the Executive Board considered, on the basis of the outcomes of the seventeenth Conference of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC COP 17), that the international negotiation process is moving forward. Echoing 36 C/Resolution 36, the Board invited the Director-General "to promote research on the social and ethical dimensions of climate change, and to strengthen policy support for Member States in relation to the social dimensions of climate change at the national and regional levels, through the work of COMEST and the Management of Social Transformations (MOST) Programme". Furthermore, the Board welcomed "the proposal by COMEST to conduct background work towards a framework of ethical principles for climate change, which would, if it proves feasible, be available for the consideration of UNESCO in 2015". The Executive Board further recommended that "further consideration be given to the desirability of preparing a declaration of ethical principles in relation to climate change at the 38th session of the General Conference, on the basis of the technical background work of COMEST (…), of the outcome of negotiation processes under the United Nations Framework Convention on Climate Change, and of prior discussion by the Executive Board to be scheduled in 2014.".

24.   At its eighth Ordinary Session, COMEST duly adopted an action plan to implement its proposal, which will involve extended consultation with relevant specialist communities in 2014 and 2015.

36 C/Resolution 53

Status of press freedom and safety of journalists

25.   The present report, requested by the General Conference (36 C/Resolution 53 1(iii)), is based on a more detailed global study titled "World Trends in Freedom of Expression and Media Development."

26.   Since the Windhoek Declaration, endorsed by the UNESCO General Conference in 1991, it has been evident that press freedom is underpinned by a **free**, **independent** and **pluralistic** media system. This report is structured along these lines and also covers **safety** and **gender** issues.

27.   In identifying "trends", this monitoring report refers to a general tendency over the past six years, and is based on consultations and more than 800 quantitative and qualitative sources.

Media freedom

28.   The past six years have seen increasing convergence of international norms of free expression (as manifested in constitutional guarantees, regional declarations, freedom of information laws), but insufficient implementation in practice. There is a clear trend of adopting Freedom of Information (FOI)/Access to Information laws. More than 90 countries have FOI laws, with at least 17 passing them in the past five years and many others are currently in process, although inadequate implementation remains a challenge. A slow trend towards decriminalization

of defamation, with about 15 countries fully decriminalizing defamation since 2007, underscores emerging convergence around this norm, though not yet in all regions. However, this trend has also been accompanied by increasing use of civil defamation particularly against the media critical of ruling authorities.

29.   The predominant trends during this period are stasis or even regression in press freedom and the extension of censorial laws, policies and technologies to the Internet. In regions that experienced successful democracy movements, progress towards greater press freedom has slowed or stalled. There has also been an expansion in laws, policies and technologies to filter or block access to content.

30.   While there is widespread recognition at the national and regional levels of the need for legal protections for journalists to protect their sources, there is also a trend towards increased surveillance and hand-over of journalists' records. Trends can be found in Asia and the Pacific, Eastern Europe, and Western Europe and North America.

31.   The past six years have also seen the emergence of a trend towards the privatization of censorship and surveillance, and automated limitations on expression, as ICT companies and other intermediaries become increasingly important in the media ecosystem. Search technology has enabled algorithmic censorship, which affects content diversity and user access.

Pluralism

32.   There has been a marked trend toward increased concentration in media ownership, including horizontal concentration as in the African radio sector and Eastern European print industry, and vertical concentration as in Western Europe and North America. Concentration has been compounded by a decline in funding for media monitoring and support groups, particularly in Africa and Eastern Europe. There has been slow progress in enabling community media. Independent public service broadcasting has not been supported, with the exception of Latin America and the Caribbean where there has been some headway and Western Europe where it was already strongest.

33.   The predominant trend with respect to pluralism is the expansion in access to media, resulting in the production, consumption and distribution of news and information by more people than ever before. The dominant trend towards digitalization and online journalism has led to:

- New interactivity and innovation in journalism practices, media production, and dissemination

- New sources and voices, and the rise of citizen journalism

- Fragmentation and specialization of journalism, with increasing reliance on commentary rather than reporting and the development of "information cocoons" (lack of diverse viewpoints)

- Challenge to the business models of traditional media

34.   Although the trend around the world is to turn increasingly towards online sources of news, traditional platforms remain important as primary originators of this news, and they predominate in Africa, the Arab States and Asia and the Pacific. Television and radio remain the dominant media by which people worldwide get their news.

35.   Increased availability of news content does not necessarily signal a greater diversity of sources. The trend toward concentration offline is mirrored online through continuing predominance of major media outlets and their news content, even on blogs and social media. The greater diversity at the edges must be actively searched out.

36. There has been some improvement in representation of women in the news industry and in media content in some regions. However, women still remain significantly under-represented and often stereotypically portrayed. Overall numbers of women in governance positions have increased over the past five years, but gender imbalances remain acute and the gains are not distributed evenly across regions.

Independence

37. In Africa, the Arab States, Asia, and Eastern Europe, the licensing of print media, and increasingly online media, and the partisan use of state/public advertising persists. These mechanisms are often used to restrict, and in some cases punish, independent journalism.

38. The operational independence of broadcast regulators has continued to decline, with recurring cases of political and commercial interference. The standard of self-regulation has been weakened over the period, although some progress has been seen in emerging democracies. The Arab, Asian and Eastern European regions have seen extensions of existing non-independent regulatory systems to online media. Layoffs, worsening job security, and collective bargaining rights and decline in journalistic quality, have been noted in many regions, which further challenge independence. New issues of media ethics and professionalism are emerging at the intersections of journalism, security and privacy. Other developments relevant to independence and professionalism as follows:

- The emergence of new independent journalistic models such as non-profit investigative groups in Western Europe and North America, and global citizen journalism collectives;

- The growth of alternative independent content and media, but lack of professional standards;

- Existing regulatory and self-regulatory bodies not adequately addressing rapid changes in the media sector; meanwhile interest groups pressure for new broadcasting and Internet regulations;

- Problems in traditional business models leading to over-reliance on State funding in many regions.

Safety

39. There has been increased international awareness of safety of journalists supported by the 2006 United Nations Security Council Resolution, the 2011 United Nations Plan of Action on the Safety of Journalists and the Issue of Impunity, and the 2013 UNESCO Work Plan. However, the rate of journalist deaths rose throughout the past six years (except in Eastern Europe, where killings dropped off substantially). Citizen journalists have become targets along with their professional counterparts. About 5% of the journalist killings condemned by the UNESCO Director-General since 2007 were women, reflecting that women remain under-represented among the news media workforce at just over a third of those employed in the news.

Journalist deaths condemned by UNESCO Director-General
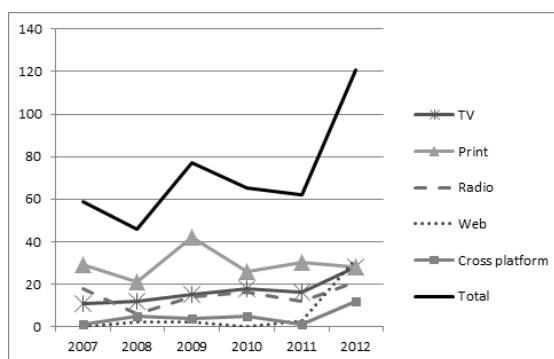
40.   Conflict zones continue to be the most dangerous places for journalism, although until the outbreak of uprisings in the Arab region there were more journalists killed outside of these areas. Impunity remains the predominant trend with respect to bringing the perpetrators of killings or attacks against journalists to justice. Since 2007, under half of countries where killings occurred have responded to UNESCO requests for voluntary information about the status of judicial inquiries on each of the killings condemned by the Director-General. There has been a marked trend towards imprisoning journalists, with an 83% increase since 2007. Online and print journalists tend to be most at risk.

Conclusion

41.   By 36 C/Resolution 53, the General Conference called on UNESCO to "promote the free flow of ideas by encouraging dialogue between Member States". Such dialogue could address issues in this report, and also engage the need for more comprehensive data in order to more effectively monitor changing trends.

INFORMATION REGARDING THE IMPLEMENTATION OF DECISIONS OF THE GOVERNING BODIES

ADDENDUM

Report to the 37th session of the General Conference on the implementation of the first phase of the field network reform

Background

1.   At its 36th session, the General Conference approved a comprehensive reform of UNESCO's field network in order to enhance the quality and the efficiency of the delivery of services to Member States, ensure a more flexible and visible presence at regional and country levels, and improve alignment with the United Nations system-wide coherence. Flexibility, quality improvement and efficiency were the key objectives of the reform, which is an integral part of the Director-General's overall reform of the Organization. With a view to securing the financial viability of the field network reform, the General Conference also approved a revised implementation plan proposed by the Director-General and decided that the implementation of the first phase would focus only on Africa, deferring the further implementation of the reform until the 2014-2015 budgetary period and beyond.

2.   It is against this background and taking into account the overall reform of the Organization, the recommendations from the Independent External Evaluation and the financial constraints during the 36 C/5 period that the first phase of the field reform has been implemented in this biennium.

New field architecture in Africa

3.   The concrete set-up of the field office architecture in Africa has been based upon wide consultations with Member States that have conveyed their recommendations to the Director General through the Africa Countries Group at UNESCO. The consultations confirmed the validity of the basic principles underpinning the proposed reform of UNESCO presence as set out in document 185 EX/29, while suggesting a cautious and flexible approach in the implementation of the field network strategy to take into account differing needs of regional groups and individual Member States with regard to the type of programme activities, office structure and staff configuration.

4.	In the northern subregion of West Africa a multisectoral regional office has been established in Dakar covering Senegal, The Gambia, Cap Verde, Guinea-Bissau, Burkina Faso and Niger. The former cluster office in Bamako has been transformed into a national office for Mali.

5.	In the coastal subregion of West Africa, the new multisectoral regional office has been established in Abuja by. It covers Benin, Guinea, Liberia, Nigeria, Sierra Leone, and Togo. The former cluster office in Accra has been transformed into a national office for Ghana. Furthermore a new national office has been established in Abidjan, Côte d'Ivoire.

6.	In East Africa, the multisectoral regional office has been established in Nairobi covering Comoros, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Mauritius, Rwanda, Seychelles, Somalia, and Uganda. The former cluster office in Dar-as-Salam has been transformed into a national office for the United Republic of Tanzania. Furthermore a new national office has been established in Juba, South Sudan.

7.	In Central Africa, the multisectoral regional office has been established in Yaoundé covering Angola, Burundi, Cameroon, Central African Republic, Chad, Equatorial Guinea, and Sao Tome and Principe. The former cluster office in Libreville has been transformed into a national office for Gabon. The national offices in Kinshasa (Democratic Republic of Congo) and Brazzaville (Congo) are maintained. In Burundi, the former national office has, in collaboration with the government of Burundi, been transformed into a Maison de la Paix.

8.	In Southern Africa the decision has just been made to establish the multisectoral regional office in Harare covering Botswana, Lesotho, Malawi, South Africa, Swaziland, Zambia, and Zimbabwe. The transformation in the region is ongoing and will also imply the transformation of the former cluster office in Windhoek to a national office for Namibia. The national office for Mozambique in Maputo will be maintained. Furthermore, the Liaison Office with the African Union and the Economic Commission for Africa in Addis Ababa is operational and has been strengthened with additional staff.

9.	The reformed field network also foresaw a Regional Support Platform in Addis Ababa that should provide support and advice in the areas of finance, administration, IT and human resources to all offices in the Africa Region. Due however to the tight financial situation in the coming biennium, the Executive Board, upon the recommendation of the Director-General, decided to suspend the implementation hereof until the financial situation allows (see 192 EX/Decisions, para 5).

Reformed reporting lines

10.	The independent external evaluation of UNESCO emphasized a responsive and empowered field presence as a key condition to position UNESCO closer to country needs, resources and partners and an important determinant of enhanced in-country service delivery. To that purpose the Director-General has within the field reform established new reporting lines that empower the directors/heads of the field offices. These reporting lines are based upon the principle that directors/heads of field offices who are held accountable for achieving agreed results should have adequate authority to do so and should be given as much flexibility/authority over resources as practical; and that in a corresponding way more autonomy in decision-making and flexibility in deployment of available resources must be matched with strict personal accountability.

11.	The field reform must be based on genuine programme decentralization and consequent decentralization of authority and flexibility in implementation and management. To this end, heads or directors of field offices will have expanded authority for overall management of their operations, financial resources (both regular budget and extrabudgetary allocations) and staff towards the attainment of the expected results in the approved work plans. All staff in any field office (regional, national or liaison office) will report directly to the Director or Head of the office and no longer directly to headquarters sectors or services.

12.   In the reporting interaction between field offices and Headquarters the heads or directors of field offices will be fully responsible and accountable for programme delivery in the countries covered by their respective field units. The programme ADGs will remain responsible and accountable for global programme coherence and results attainment as well as for providing guidance and programmatic support as needed to field units in that respect, including all aspects of programme design, delivery and resources.

13.   Multisectoral regional offices will continue to provide policy guidance, technical backstopping and knowledge management services to national offices and to desks. As appropriate, they will assist these units in the area of monitoring and evaluation, as well as United Nations relations and relations with regional and sub-regional bodies.

14.   In the course of the biennium, field staff will report directly to Heads or Directors of field offices concerning all aspects of programme design and implementation. However, regular consultations will continue to be held between field offices and Headquarters concerning all possible issues related to programme.

15.   BSP will maintain its traditional role as overall coordinator of the work planning process, and will ensure proper consultation at all levels during that process, especially between field and Headquarters, resolving disagreements as they emerge. BSP will continue to coordinate and receive regular reports on programme execution from field units. Furthermore BSP will be coordinating the assessment of the performance of Heads of field units, based on the implementation of programme activities, but also taking into account the other dimensions of the responsibility of field office heads.

16.   In regard to field units in Africa the Africa Department will ensure institutional and intersectoral coordination of Global Priority Africa and of related reports and major initiatives, in close cooperation with the sectors and bureaux concerned. Africa Department will also act as focal point for UNESCO's relations with the African Union and Regional Economic Communities, in close consultation with the sectors, Addis Ababa Liaison Office and field offices concerned.

Financial situation and outlook

17.   Despite the very challenging financial situation during the last two years, the Director-General has been fully committed to ensure implementation of the first phase of the field network reform in Africa. The implementation pace has, however, been influenced by limitations on resources. These limitations have to a large degree been compensated by an allocation by the Director-General from the Emergency Fund to ensure the successful implementation of the first phase of the reform.

18.   Supplementary funding needed for the reform of the field network in Africa was brought down from $9 million in 36 C/5 Approved to $4.9 million in the provisional work plan envelope ($465 million) set out in 189 EX/15 Part I Add., Annex II. To cover the funding gap between the 36 C/5 Approved and the provisional work plan for 2012-2013, the Director-General allocated additional resources in the amount of $2.1 million from the Emergency Fund.

19.   As for the future roll-out of the reform of UNESCO's field network, the Executive Board adopted a decision recommending that the roll-out of the field reform to other regions be the subject of a detailed re-examination to take account of the financial constraints during the 37 C/5 period. Furthermore, the Executive Board invited the Director-General to submit to it, at the 194th session, an implementation status of the first phase of the field network reform focused on Africa and on the sustainability of the current field network under the $507 million expenditure plan and to provide a realistic assessment of the network's capacity to ensure programme delivery and a critical mass of activity given available staffing capacity.