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**FOLLOW-UP TO DECISIONS AND RESOLUTIONS ADOPTED BY
THE EXECUTIVE BOARD AND THE GENERAL CONFERENCE
AT THEIR PREVIOUS SESSIONS**

PART I

PROGRAMME ISSUES

SUMMARY

This report is intended to inform the Members of the Executive Board of the progress achieved in the follow-up to the decisions and resolutions adopted by the Executive Board and the General Conference at their previous sessions.

It contains information on the following programme issues:

- A. Report of the UNU Council and UNESCO-UNU Plan of Joint Activities for 2014-2017**
- B. Sharing of good practices in education**
- C. Implementation of 37 C/Resolution 44 and 192 EX/Decision 5 (I, D) relating to the Ascent to the Mughrabi Gate in the Old City of Jerusalem**
- D. Follow-up of the UNESCO reactive monitoring mission to the Old City of Jerusalem and its Walls and the UNESCO experts meeting on the Mughrabi Ascent**
- E. Revised operational strategy for Priority Africa**

Action expected of the Executive Board: proposed decision in paragraph 13.

TABLE OF CONTENTS

	Page
A. Report of the UNU Council and UNESCO-UNU Plan of Joint Activities for 2014-2017 (Follow-up to 190 EX/Decision 6)	1
B. Sharing of good practices in education (Follow-up to 191 EX/Decision 39)	2
C. Implementation of 37 C/Resolution 44 and 192 EX/Decision 5 (I, D) relating to the Ascent to the Mughrabi Gate in the Old City of Jerusalem	7
D. Follow-up of the UNESCO reactive monitoring mission to the Old City of Jerusalem and its Walls and the UNESCO experts meeting on the Mughrabi Ascent	8
E. Revised operational strategy for Priority Africa (Follow-up to 192 EX/Decision 16 (VI))	9

A. Report of the UNU Council and UNESCO-UNU Plan of Joint Activities for 2014-2017
(Follow-up to 190 EX/Decision 6)

1. According to 190 EX/Decision 6, the Director-General is to submit to the Executive Board at its 194th session a plan of joint activities for 2014-2017 together with the 2013 Annual Report of the UNU Council and her comments thereon.
2. The 2013 Annual Report of the UNU Council is not available at the time of the preparation of the present document. It will be submitted therefore to the Executive Board at its 195th session, together with the plan of joint activities for 2014-2017.

B. Sharing of good practices in education (Follow-up to 191 EX/Decision 39)

Introduction

Pursuant to 191 EX/Decision 39, the Director-General reports on UNESCO's work on collecting and sharing good practices in the field of education. As outlined in 191 EX/DG.INF, UNESCO's Education Sector documents and disseminates good practices in various thematic areas of education, mainly through online databases. In certain cases, they are in the form of publications of case studies and policy reviews. This work is a cooperative effort undertaken by different units of the Education Sector at Headquarters, field offices and category 1 institutes. The report below provides highlights of the different databases and publications of good practices. The list of databases/publications is provided in the annex.

Databases and publications of good practices

1. **Literacy:** Since 1967, nearly 460 effective practices, displaying outstanding merit in increasing literacy levels and contributing to creating literate environments have been awarded the UNESCO International Literacy Prize. Through the two international literacy prizes awarded annually (the King Sejong Literacy Prizes and the Confucius Prize for Literacy), UNESCO collects good practices in literacy and documents information on the prize-winning programmes, which are widely communicated through its dedicated website and online and print media, particularly on International Literacy Day.

2. UNESCO Institute for Lifelong Learning (UIL) manages and develops an online platform (LitBase) which presents a selection of effective adult literacy and numeracy programmes from across the world. As of January 2014, LitBase lists around 150 programmes of different themes such as family literacy; information and communication technologies (ICT) work-based literacy; and community development and literacy. The programmes are selected according to a number of criteria such as: outreach (number of participants covered by the programme); accessibility and relevance (for highly vulnerable groups in particular); quality of outputs; clearly demonstrated innovative approaches and methods; impact on learners, their families and communities; proven sustainability; and evaluative data from independent sources. With the aim of boosting the potential of LitBase, UIL has started to compile case studies with specific thematic focuses. The first publication of this series, "Literacy programmes with a focus on women to reduce gender disparities" is available online.

3. UNESCO has been documenting effective practices in harnessing the potential of **mobile technologies** in breaking through the economic and cultural barriers to literacy education for women and girls. Nine in-depth case studies across four regions have been completed to provide analysis on the enablers for the success of using mobile technologies to advance literacy education for women and girls. Three regional reviews on Africa, Asia and the Pacific, and Latin America and the Caribbean, as well as a global comparative analysis provide a meta-analysis on main challenges, successful practices, policy recommendations, and ways forward. The publication will be available shortly.

4. **Lifelong learning:** Three distinct platforms are collecting and documenting practices in lifelong learning: The first, "Linking Recognition Practices and National Qualifications Frameworks", examines the practices of recognition, validation and accreditation (RVA) of the outcomes of non-formal and informal learning within a variety of national and regional contexts. It contains 23 country specific reports on the linkages between national qualifications frameworks and recognition practices from all five UNESCO regions. The second is a *Global Inventory of National Qualifications Frameworks*, which results from a collaboration between UNESCO (UIL and the Headquarters) and the European Union (European Training Foundation and CEDEFOP). Currently five country cases are ready for print, and 29 will be launched by spring 2014. Finally, the third platform, the UIL Observatory on Recognition, Validation and Accreditation (RVA) of the Outcomes

of Non-formal and Informal Learning, is preparing 26 country cases, to be available online by spring 2014.

5. **Technical and Vocational Education and Training (TVET):** As a follow-up to the 2012 Third International Congress on TVET, the UNESCO-UNEVOC International Centre for TVET is currently developing a clearing house of promising practices. UNESCO has identified an extensive pool of potential practices for consideration and assessment. A first set of 12 promising practices, selected through peer review involving a group of external experts, are already available online. The promising practices to be included in the clearing house are identified and assessed following six criteria: impact, innovation and creativity, knowledge base, stakeholder engagement, monitoring and evaluation, and efficiency. Through this clearing house activity, UNESCO aims to improve knowledge sharing of TVET promising practices and to promote North-South and North-South-South cooperation, particularly through the active involvement of the UNEVOC Network.

6. **Early Childhood Education and Care (ECCE):** Through its ECCE portal, UNESCO provides a wide array of resources that foster sharing know-how and innovative practices and promotes exchange of best practices in ECCE. The portal groups together various materials, in particular ECCE country profiles; 13 country policy reviews conducted in collaboration with OECD and UNICEF which provide countries with an opportunity to review their early childhood policies and highlight good practices and challenges and assist them to identify concrete measures to improve their policies; a collection of 52 two-page briefs seeking to answer questions on the planning and implementation of early childhood policies; 26 reports on various topics including the integration of ECCE within education and early childhood education, health, protection and policy planning indicators.

7. **Inclusive education:** Since 2010, UNESCO and the European Agency for the Development of Special Needs Education have been collaborating on a pilot project “Inclusive Education in Action” to initiate an international database on inclusive education practices. The database aims to identify and disseminate examples of policies, strategies and practices that have helped develop inclusive classrooms, schools and education systems and to facilitate the exchange of experiences in promoting inclusive education, and stimulate innovative practices. There are currently 64 country examples: 37 from Europe, 11 from Asia and the Pacific, six from North America, three from Africa, one from the Arab States and six from Latin America and the Caribbean. The Sector will continue build the knowledge-base on inclusive approaches through the online database.

8. **Higher education:** The UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC) maintains a database regarding higher education and, science and technology. The database provides information, in Spanish, on 447 institutional and/or individual initiatives on higher education in the region, and issues related to: access, quality assurance, accreditation, virtual education, public and private financing, research & innovation, inclusion, academic mobility, networks, internationalization and others.

9. **Education for sustainable development (ESD):** Within the framework of the United Nations Decade of Education for Sustainable Development (DESD), UNESCO has been collecting good practices in ESD as part of its clearing-house role. Since 2007, six collections of its “Education for Sustainable Development Good Practices series” have been published on issues such as teacher education institutions; biodiversity; climate change; and early childhood. Through the DESD Monitoring and Evaluation process, examples of good practice initiatives have been collected, such as different examples of ESD teaching and learning approaches and successful initiatives that articulate strong links between education, learning and cultural, socio-economic and environmental aspects of sustainability. UNESCO ESD website presents also ESD success stories, authored by local journalists, including ones showing the wide diversity of ESD approaches and initiatives in different biosphere reserves around the world. An online database on Climate Change Education (CCE) has been set up to allow easy access to hundreds of CCE resources, including good practices, teaching and learning materials, scientific articles and multimedia material from around the world.

10. **Education for Peace and Human Rights:** UNESCO has collected 101 exemplary practices in human rights education in the school systems.¹ The publication, *Human Rights Education in the School Systems of Europe, Central Asia and North America: A Compendium of Good Practice* includes good practices related to (1) laws, guidelines and standards; (2) the learning environment; (3) teaching and learning tools; (4) professional development for educators; and (5) evaluation.

11. Within the framework of the project “Teaching Respect for All”, a mapping study has collected policies, practices and materials dealing with non-discrimination in and through education and teaching respect from all over the world. The study identifies good practices to develop learners’ knowledge and understanding of other cultures and peoples; exercises to develop empathy, self-confidence, openness to new experiences and flexibility in behaviour. The study contains also recommendations regarding the content, methodology, usability and process for the future development of education materials against racism, discrimination and intolerance.

12. **HIV and health education:** The HIV and AIDS Education Clearing house is a knowledge sharing initiative, provided by UNESCO, with contributions from external partners. It provides a comprehensive knowledge base and information exchange service for the development of effective HIV and AIDS policies, programmes and advocacy within the education sector. The database brings together more than 8,000 materials related to educational quality and access to education; content, curriculum and learning materials; teacher training and support; and policy, management and systems, and others. The Clearing house has also recently launched a Twitter feed to aggregate and disseminate information related to HIV and health education.

13. UNESCO has published eight booklets of “Good Policy and Practice Series” in HIV and Education addressing issues such as learning environment; educators development; partnerships, effective learning; pre-service teacher training; and gender equality. The preparation process of the most recent Booklet 8 *Education Sector Responses to Homophobic Bullying* is a good practice to replicate. UNESCO played a pioneering role in the response to homophobic bullying in education by convening the United Nations’ first-ever international consultation to address homophobic bullying in educational institutions bringing together experts from United Nations agencies, NGOs, ministries of education and academia from more than 25 countries around the world. The consultative process enabled the collection of high-quality data and also ensured ownership of the publication by a range of stakeholders. UNESCO received several requests to translate the publication in non-United Nations languages such as Italian, Polish and Korean.

14. **Right to education:** UNESCO has developed a global database that provides country data and experiences on the status of the implementation of the right to education at all levels and different pathways (from pre-primary to higher and continuing education; formal and non-formal) and on constitutional, legislative and policy frameworks. It covers many aspects of education, such as curriculum, human rights education, teachers, quality, languages and inclusion. Country specific information on the implementation and monitoring process of normative instruments relating to the right to education is available. The database, which will be accessible online on UNESCO’s website during the first quarter of 2014, supports the monitoring of the implementation of the right to education and related research efforts; contributes to greater accountability and transparency and enhances international cooperation by offering a platform for governments and stakeholders to share information and practices and identify areas of possible regional and international cooperation.

15. **UNESCO Associated Schools Project Network (ASPnet):** Sharing good practices is a key element of the Network’s strategy in promoting quality education for all. The “Collection of Good Practices” series has been set up to promote outstanding projects carried out by UNESCO Associated Schools worldwide, such as on quality education; education for sustainable development; and on intercultural dialogue.

¹ This is a joint initiative by Organization for Security and Co-operation in Europe/Office for Democratic Institutions and Human Rights (OSCE/ODIHR), Council of Europe, Office of the High Commissioner for Human Rights (OHCHR) and UNESCO.

LIST OF DATABASES/PUBLICATIONS BY THEMATIC AREA OF EDUCATION

Thematic Area	Title and Content	Web address
Literacy	LitBase: UNESCO's Online Database on Effective Literacy Practice	http://www.unesco.org/uil/litbase/
	Effective Literacy Practices: International Literacy Prizes	http://www.unesco.org/new/en/education/themes/education-building-blocks/literacy/literacy-prizes/
	The Global Inventory on National Qualifications Frameworks (NQFs)	http://uil.unesco.org/home/programme-areas/lifelong-learning-policies-and-strategies/recognition-validation-and-accreditation-of-non-formal-and-informal-learning-rva/
	Asia-Pacific Literacy Database	http://www.accu.or.jp/litdbase/
Lifelong Learning	Linking Recognition Practices and National Qualifications Frameworks	http://unesdoc.unesco.org/images/0022/002246/224694e.pdf
	Global Inventory of National Qualifications Frameworks (NQFs) for lifelong learning (5 country cases available; 29 to be added by Spring 2014)	http://uil.unesco.org/home/programme-areas/lifelong-learning-policies-and-strategies/recognition-validation-and-accreditation-of-non-formal-and-informal-learning-rva/news-target/uils-contribution-to-the-global-inventory-on-national-qualifications-frameworks-nqfs/d2bc960671bdee
Technical and Vocational Education and Training (TVET)	Promising Practices in TVET	http://www.unevoc.unesco.org/go.php?q=Resources+-+Promising+Practices
Early Childhood Care and Education (ECCE)	ECCE Country Profiles and Policy Reviews	http://www.unesco.org/new/en/education/themes/strengthening-education-systems/early-childhood/
Inclusive Education	International Database on Inclusive Education Practices	http://www.inclusive-education-in-action.org/iea/
	Online Knowledge Community "Building Inclusive Societies for Persons with Disabilities"	http://www.wsis-community.org/pg/groups/584509/building-inclusive-societies-for-persons-with-disabilities/

Higher Education	“Portal de Iniciativas” (Initiatives Portal WEB)	http://iesalc.unesco.org.ve/index.php?option=com_fabrik&view=table&tableid=3&calculations=0&resetfilters=0&Itemid=393&lang=es
Education for Sustainable Development (ESD)	Climate Change Education Clearinghouse	http://www.unesco.org/new/en/education/themes/leading-the-international-agenda/education-for-sustainable-development/climate-change-education/cce-clearinghouse/
	Good practice projects for World Conference on ESD (2009, Bonn, Germany)	http://www.esd-world-conference-2009.org/en/esd-projects-exhibition.html
	ESD – An expert review of Processes and Learning	http://unesdoc.unesco.org/images/0019/001914/191442e.pdf
	A review of ESD Policies from a cultural diversity and intercultural dialogue perspective	http://unesdoc.unesco.org/images/0021/002117/211750e.pdf
	ESD Success Stories	http://www.unesco.org/new/en/education/themes/leading-the-international-agenda/education-for-sustainable-development/success-stories/
Education for Peace and Human Rights	Human Rights Education in the School Systems of Europe, Central Asia and North America	http://www.unesco.org/education/wtd2009/finalcompediun.pdf
	Teaching Respect for All	http://unesdoc.unesco.org/images/0021/002193/219319E.pdf
HIV and Health Education	HIV/AIDS Clearing House	http://hivaidsclearinghouse.unesco.org/
	HIV/AIDS Good Policy and Practice Series	http://www.unesco.org/new/en/hiv-and-aids/resources/key-resources/
Associated Schools Programme Network (ASPnet)	ASPnet Collection of Good Practices	http://www.unesco.org/new/en/education/networks/global-networks/aspnet/good-practices/

C. Implementation of 37 C/Resolution 44 and 192 EX/Decision 5 (I, D) relating to the Ascent to the Mughrabi Gate in the Old City of Jerusalem

1. Pursuant to 176 EX/Special Plenary Meeting/Decision and to the decisions of the World Heritage Committee since its 31st session in 2007, the World Heritage Centre has spared no efforts to facilitate exchanges between Israeli, Palestinian, Jordanian and Waqf experts regarding the design of the Mughrabi Ascent in the Old City of Jerusalem.
2. This item was inscribed on the agenda of the Executive Board at all subsequent sessions and is also presented annually to the World Heritage Committee in the context of the state of conservation of the Old City of Jerusalem and its Walls.
3. 191 EX/Decision 5 (I), adopted by consensus, acknowledged the commitment of the parties concerned to implement the consensus decision 34 COM 7A.20 of the World Heritage Committee, by sending a joint WHC/ICCROM/ICOMOS technical, reactive monitoring mission to the Old City of Jerusalem, as well as their agreement to participate in a meeting of experts on the Mughrabi Ascent to be held at UNESCO.
4. The meeting, for which the Jordanian and Palestinian authorities had designated their experts, was due to take place in the World Heritage Centre on 27 May 2013. However, failing to reach an agreement on the details of the above-mentioned mission, the Israeli authorities considered the meeting to be premature.
5. The Committee, at its 37th session (Phnom Penh, 2013), adopted decision 37 COM 7A.26, following a roll-call vote, deploring the fact that the mission had not taken place. Part II of the decision concerning the Mughrabi Ascent “reaffirms that no measures, unilateral or otherwise, shall be taken which will affect the authenticity, integrity and the distinctive character of the site”.
6. By 192 EX/Decision 5 (I, D), the Executive Board deplored the fact that neither the reactive monitoring mission to the Old City of Jerusalem and its Walls, nor the meeting of experts on the Mughrabi Ascent, had taken place despite the relevant Executive Board and World Heritage Committee (WHC) decisions. The decision also urged Israel to honour its commitments to implement the aforementioned decisions and called on the Director-General to “facilitate the meeting of experts as well as confidence-building measures by dispatching the necessary expertise to assess possible damage incurred through the conduct of recent Israeli works on the site”.
7. At the same session, the Executive Board also adopted by vote 192 EX/Decision 42 by which it regretted the unilateral Israeli cancellation of the joint reactive monitoring mission to the Old City of Jerusalem and its Walls and urged Israel to respect the terms of the above-mentioned agreement by accepting and facilitating the joint reactive monitoring mission to the Old City of Jerusalem and its Walls, and by participating in the UNESCO experts meeting on the Mughrabi Ascent.
8. The Permanent Delegations of Palestine and Jordan, as well as the Minister of Foreign Affairs and Expatriates of Jordan, sent letters and *notes verbales* in May 2013, July 2013 and November 2013, informing the Secretariat about recent work conducted by the Israeli authorities that “affect the authenticity, integrity and cultural heritage of the site”. In this correspondence, UNESCO was requested to remind the Israeli authorities of their obligations and the UNESCO Director-General was called upon to facilitate “the dispatching of the necessary expertise to assess possible damages incurred”.
9. The Secretariat has requested information from the Permanent Delegation of Israel in this respect. At the time of the preparation of the present document, no response has been received.

D. Follow-up of the UNESCO reactive monitoring mission to the Old City of Jerusalem and its Walls and the UNESCO experts meeting on the Mughrabi Ascent

1. This item was inscribed on the agenda of the 192nd session of the Executive Board at the request of the Arab Group.
2. By 192 EX/Decision 42, the Executive Board recalled the agreement reached by consensus at its 191st session whereby the concerned parties declared their commitment to implement the following: the dispatch of joint WHC/ICCROM/ICOMOS reactive monitoring mission to the Old City of Jerusalem and its Walls, in conformity with the consensus Decision 34 COM 7A.20 adopted by the World Heritage Committee; and, their participation in the experts meeting on the Mughrabi Ascent to be held at UNESCO in May 2013.
3. By the same decision, the Executive Board “Regrets the unilateral Israeli cancelation of the joint reactive monitoring mission to the Old City of Jerusalem and its Walls” (...) “as well as the absence of Israeli representatives at the UNESCO experts meeting on the Mughrabi Ascent”. It also urged “Israel to respect the terms of the above-mentioned agreement by accepting and facilitating the joint reactive monitoring mission to the Old City of Jerusalem and its Walls and by participating in the UNESCO experts meeting on the Mughrabi Ascent”.
4. The Director-General has several times reiterated the urgent need to implement the decisions of the Executive Board and of the World Heritage Committee related to this matter.

E. Revised operational strategy for Priority Africa
(Follow-up to 192 EX/Decision 16 (VI))

1. The Executive Board, at the 192nd session, requested the Director-General to report to it at its 194th session on paragraphs 4 and 5 of 192 EX/Decision 16 (VI) relating to the revised operational strategy for Priority Africa. Those paragraphs are worded as follows:

- “4. Requests the Director-General to align the 30 expected results of the six flagship programmes to the five major programmes;
- 5. Also requests the Director-General to clarify the roles, responsibilities and relations of the various entities of the Secretariat, as well as of the various stakeholders at the continental level, taking into account the relevant discussions at the 192nd session of the Executive Board and the 37th session of the General Conference”.

I. Alignment of the expected results of the six flagship programmes with the five major programmes, partnerships and mobilization of resources

2. The wording of the expected results of the six flagship programmes has been aligned with the resolutions on the five major programmes adopted by the General Conference at the 37th session. The work plans for each expected result have been drawn up in accordance with the \$507 million expenditure plan for 2014-2015 and the performance indicators and benchmarks contained in the Action Plan annexed to the revised operational strategy for Priority Africa have been adjusted accordingly (Annex I – Six flagship programmes/revised expected results).

3. The total allocation for the six flagship programmes under the 2014-2015 expenditure plan contained in Annex I to the Report of the Ad Hoc Preparatory Group to the Executive Board at the 192nd session (192 EX/AHPG.INF) was \$8,280,200. Following the work-plan finalization exercise, that amount has risen to \$9,907,200. As the total budget allocation from the five major programmes to Priority Africa is substantially unchanged at \$11,875,900, the total estimate in document 37 C/5 Approved for the implementation of flagship programmes remains unchanged at \$18,902,800 while the overall Priority Africa budget stands at \$23,667,700 (Annex II – Revised Priority Africa budget table).

4. The six flagship programmes identified in the revised Operational Strategy for Priority Africa (37 C/5 Add.3) being the backbone of UNESCO’s resource mobilization strategy for Africa, specific efforts will be made to mobilize extrabudgetary resources to fund the gap between the budget of the 37 C/5 approved and the plan of expenditure of \$507 M.

5. UNESCO field offices will play a lead role in this process because (1) they are best placed to assess where UNESCO can add value to national/subregional and regional development strategies and (2) decision-making on funding is increasingly decentralized to donor and partners representatives at country level.

6. As specified in the “Sharpened resource mobilization strategy”,² the key objective is to focus extrabudgetary resources mobilization activities on programme priority areas, which include the six flagship programmes of the operational strategy for Africa. All field units will be accountable for resource mobilization. Project design and resource mobilization will be a collective effort of Headquarters and field offices, and efforts will be made to improve communication and outreach in favour of the six flagship programmes.

7. In this relation, field offices in Africa have been requested to develop concept notes in the areas of the six flagship programmes for inclusion in the “Pipeline of Priority Proposals”. They are requested to identify potential donors and partners who may have an interest in one or more of the themes covered by the flagship programmes in the country(ies) for which they are responsible. All

² Document 37 C/INF.28.

categories of potential donors will be taken into account in the mapping exercise including traditional government donors and emerging donors. The latter will include some African Members themselves who may fund activities on their own territory and/or wish to participate in South-South cooperation.

8. The potentials for cooperation with multilateral partners including the EU and multilateral development banks, in Africa and other regions, and the private sector should also be explored. In addition to considering joint United Nations programming and traditional United Nations arrangements, the opportunity will be examined for mobilizing funds through multi-donor trust funds for humanitarian and transition environments such as the Peace Building Fund, the Central Emergency Response Fund as well as country trust funds.

9. In terms of modalities, the flagship programmes provide a unique conceptual framework for strategic partnerships. UNESCO will also seek support for self-standing programmes and projects, and to mobilize secondments and loans of personnel, as well as other in-kind contributions.

10. Further information on the donors and partners targeted in the context of the resource mobilization strategy for the six flagship programmes, as well as means and ways of engaging with such partners, are set out in Annex III.

11. On 27 and 28 January 2014, the Africa Department organized a meeting in Addis Ababa of the Directors of the Regional Offices in Africa, IICBA, BSP/CFS and ERI, to launch the strategy to operationalize Priority Africa including the assignment of roles and responsibilities and the agreed timeline for the implementation of the six flagship programmes. The main outputs of the meeting included the following: assignment among regional offices of responsibilities by flagship and by expected results for programme design and for analytical reporting by flagship, modalities for monitoring and evaluation, a preliminary donor mapping by flagship and a communication plan for Priority Africa. By way of immediate follow-up, action will focus on the preparation of a first set of proposals to donors and partners, and the further refinement of the resource mobilization strategy for Priority Africa.

II. Roles, responsibilities and relations of the various entities of the Secretariat and of the various stakeholders

12. The roles, responsibilities and relations of the various entities of the Secretariat and of the various stakeholders at the continental level have been clarified in two notes by the Director-General, namely DG/Note/14/2 dated 3 January 2014 “UNESCO Reformed Field Network in Africa” and DG/Note/14/3 dated 3 January 2014 “Enhanced Delegation of Authority to UNESCO Field Offices and Revised Reporting Lines”.

Draft decision

13. The Executive Board,

1. Having examined document 194 EX/5 Part I (E),
2. Thanks the Director-General for the additional information provided on the harmonization of the 30 expected results of the six flagship programmes with the five major programmes and on the roles, responsibilities and relations of the various entities of the Secretariat and of the various stakeholders at the continental level;
3. Takes note of the additional information and requests the Director-General to include it in the final text of the revised operational strategy for Priority Africa as adopted at the 37th session of the General Conference;
4. Further requests the Director-General to report to it on the implementation of Priority Africa and on the flagship programmes in her periodic reports to the governing bodies.

REVISED OPERATIONAL STRATEGY FOR PRIORITY AFRICA
Flagship programmes / Expected results revised according to the 37th General Conference resolutions
1. Promoting a culture of peace and non-violence
ER 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
ER 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 of Africa and its Diaspora to modern societies improved through heritage and contemporary creativity as transformative tools to enhance
ER 3: Elements of the intangible heritage are used to highlight the cultural practices of Africa and its diaspora promoting reconciliation, social cohesion and peace
ER 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 change
ER 5: UNESCO-supported community radios transformed into spaces promoting intercultural/intergenerational dialogue and social cohesion. Young Africans' awareness raised in furtherance of dialogue and peace by the social media and mobile phone networks
ER 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
2. Strengthening education systems for sustainable development in Africa: improving equity, quality and relevance
ER 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
ER 2: National and regional qualification frameworks for education personnel developed and effectively implemented
ER 3: Teacher recruitment, preparation and professional development programmes fully aligned to education and curriculum reforms
ER 4: National capacities strengthened to develop and implement policies and plans within a lifelong learning framework in Africa
ER 5: National capacities strengthened to scale up inclusive and gender-responsive quality literacy programmes
ER 6: Capacities of Member States strengthened to design and implement policies aiming at transforming TVET in Africa
ER 7: Member States develop evidence-based higher education policies to address the challenges of equity, quality, inclusion, expansion, mobility and accountability
3. Harnessing STI and knowledge for the sustainable socio-economic development of Africa
ER 1: Establishment of national innovation systems undertaken and linked to STI policies and related governance and monitoring structures
ER 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
ER 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
ER 4: South-South and North-South cooperation in STI policy and capacity-building among African and other developing countries enhanced
ER 5: Mathematics and physics hubs created for African young talent with an emphasis on women scientists
ER 6: Culture of innovation and science and technology promoted by mobilizing knowledge resources
ER 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
ER 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
ER 9: Preservation of documentary heritage for enhanced access to knowledge through Memory of the World (through the contribution of MP V)

<p>4. Fostering science for the sustainable management of Africa’s natural resources and disaster risk reduction</p>
<p>ER 1: African Member States’ needs for scientific knowledge and capacity development in ocean science, ocean observation, ocean hazard mitigation and data management addressed (through the contribution of MP II)</p>
<p>ER 2: Capacity in Africa improved to manage the Earth’s resources, including the ocean, water, biodiversity and mineral resources (through the contribution of MP II)</p>
<p>ER 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 (through the contribution of MP II)</p>
<p>ER 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 (through the contribution of MP II)</p>
<p>ER 5: African Member States with enhanced capacity in assessing risk and providing early warning of natural hazards and integrating DRR into national plans, in particular into educational plans and programmes (through the contribution of MP II)</p>
<p>ER 6: Joint initiatives among indigenous and scientific knowledge holders established to co-produce knowledge to meet the challenges of global climate change (through the contribution of MP II)</p>
<p>5. Harnessing the power of culture for sustainable development and peace in a context of regional integration</p>
<p>ER 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</p>
<p>ER 2: Enhancement, protection and safeguarding of the heritage improved</p>
<p>ER 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</p>
<p>6. Promoting an environment conducive to freedom of expression and media development</p>
<p>ER 1: The environment for freedom of expression, press freedom, journalistic safety and self-regulation is strengthened, for both on- and offline media platforms, and especially in post-conflict countries and countries in transition, through favourable policies and practices</p>
<p>ER 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</p>

Africa Flagship programmes' under 2014-2015 Expenditure plan (\$507M) and under draft 37 C/5 (\$653M revised) updated

Flagship programmes	ED budget (\$507M)	ED budget (\$653M)	SC budget (\$507M)	SC budget (\$653M)	IOC budget (\$507M)	IOC budget (\$653M)	SHS budget (\$507M)	SHS budget (\$653M)	CLT budget (\$507M)	CLT budget (\$653M)	CI budget (\$507M)	CI budget (\$653M)	TOTAL ESTIMATE BY FLAGSHIP (\$507M)	TOTAL ESTIMATE BY FLAGSHIP* (\$653M)
1. Promoting a culture of peace and non-violence	173 000	600 000	25 000	300 000	0	0	408 400	872 000	370 000	463 400	154 900	349 000	1 131 300	2 584 400
2. Strengthening education systems for sustainable development in Africa: improving equity, quality and relevance	4 274 000	7 250 100	0	0	0	0	0	0	0	0	0	0	4 274 000	7 250 100
3. Harnessing STI and knowledge for the sustainable socio-economic development of Africa	75 000	370 000	1 452 600	1 736 100	0	0	0	0	0	0	616 200	1 048 000	2 143 800	3 154 100
4. Fostering science for the sustainable management of Africa's natural resources and disaster risk reduction	0	0	1 127 400	2 074 500	279 500	510 000	0	0	30 000	489 900	0	0	1 436 900	3 074 400
5. Harnessing the power of culture for sustainable development and peace in a context of regional integration	0	0	0	0	0	0	0	0	540 000	1 641 800	0	0	540 000	1 641 800
6. Promoting an environment conducive to freedom of expression and media development	0	0	0	0	0	0	0	0	0	0	381 200	1 198 000	381 200	1 198 000
TOTAL FLAGSHIPS ESTIMATE BY SECTOR	4 522 000	8 220 100	2 605 000	4 110 600	279 500	510 000	408 400	872 000	940 000	2 595 100	1 152 300	2 595 000	9 907 200	18 902 800
Contribution to Priority Africa other than flagships	1 363 900	3 714 900	0	0		0	604 800	1 050 000	0	0	0	0	1 968 700	4 764 900
TOTAL PRIORITY AFRICA budget estimate under \$507M expenditure plan	5 885 900	11 935 000	2 605 000	4 110 600	279 500	510 000	1 013 200	1 922 000	940 000	2 595 100	1 152 300	2 595 000	11 875 900	23 667 700

* Total estimates were provided by Major Programmes under the \$653 million plan as revised by the 191th session of the Executive Board

MOBILIZING RESOURCES FOR THE OPERATIONAL STRATEGY FOR PRIORITY AFRICA

1. Targeted donors

1.1 Traditional bilateral government donors

Africa lies at the heart of the ODA priorities of most of UNESCO's bilateral government partners in many areas covered by the six flagship programmes. Prominent examples include the cooperation with Japan, Belgium (Government of Flanders) and DFID on groundwater assessment in the Horn of Africa, and with Spain on capacity-building in STI. France (AFD) and Italy have worked with UNESCO to strengthen education systems and help African Member States access additional resources through the Global Partnership for Education. Through the multi-donor Cap-EFA programme, the Nordic countries and Switzerland are helping some 31 priority countries, out of which 22 are located in Africa, to develop their capacities in the Education sector. Sweden is engaging extensively with UNESCO to improve the sexual and reproductive health of young people in Eastern and Southern Africa through quality education.

1.2 Emerging donors

Changes in the African economic landscape create new conditions for some African Member States to be directly involved in resource mobilization. Angola, Cameroon, Nigeria, Equatorial Guinea are paving the way for extended UNESCO cooperation with self-financing mechanisms. Field Offices in the region will articulate the Operational Strategy for Africa with the UNESCO Country Programme Documents and will seek to mobilize national, regional and international funding sources.

Many middle income countries are keen to share know how rather than funds through South-South Cooperation. Concrete triangular cooperation has already been developed between UNESCO, Brazil and Guinea Bissau, for example. Opportunities for further targeted cooperation in all six areas covered by the flagship programmes also exist under the new Malaysia/UNESCO cooperation programme. South-South and North-South-South Cooperation could also be a feature of cooperation between Member States in Africa structured around Regional Centres of Excellence including the many Category 2 Centres in Africa. Potential partnerships will also be sought from the Arab countries.

1.3 United Nations system

The expanded efforts by UNESCO in Africa with the main areas covered by the flagship programmes have received support from the established multi-donor trust funds established for humanitarian and transition environment and, from other UN joint programming/funding modalities for operational activities for development.

The current United Nations funding sources that might potentially be available to fund these flagships programmes, either directly or indirectly, are mainly the Peace Building Fund and the Central Emergency Response Fund (CERF) and the established country trust funds for humanitarian and transition activities for which UNESCO is participating United Nations agency in anticipating to the upcoming ones, for instance in Mali. These are therefore the main vehicles through which UNESCO provides post-conflict oriented programmes which help promote a transition to long-term peace and development. Successful examples include the Peace Building Fund (Central African Republic, Guinea, Gambia, Comoros and Liberia), the Central Emergency Response Fund (Congo), the Democratic Republic of Congo Pooled fund, Sudan Common Humanitarian Fund and South Sudan Common Humanitarian Fund, thematic funds and the overall

“One United Nations” funds established specifically to support the “Delivery-as-one” pilot initiatives by providing principally unearmarked resources to cover the funding in “One United Nations” programmes. For the latter, half of the eight pilot countries are from Africa (Cape Verde, Mozambique, Rwanda and United Republic of Tanzania). In spite of the financial crisis, resources can still be mobilized through joint United Nations programming and traditional United Nations partnerships.

1.4 Multilateral organizations

Programmatic partnerships with multilateral organizations such as the World Bank and Regional and Multilateral Development Banks (African Development Bank, African Bank for Economic Development, BADEA, Islamic Development Bank) and the European Union, are also opportunities for mobilizing resources in the areas covered by flagships. Close cooperation between African Member States and UNESCO on project design will be critically important in tapping such funding sources.

As far as the African Development Bank is concerned, by way of follow up to the Luanda Forum a specific overture has been made to UNESCO to explore cooperation relating to a culture of peace in fragile states. In the short term UNESCO will also seek to develop a successful showcase for cooperation with AfDB in the area of STI. Thereafter, UNESCO will invite AfDB to host a wider Forum on STI in Africa also involving other financial and technical partners for the region.

Parallel resources mobilization efforts should be led by the African Member States themselves or by the Regional Economic Communities (RECs) with UNESCO positioned as a service provider in areas of its expertise and added value. Recent success enjoyed by UNESCO in acting as an implementation partner for GPE to mobilize funds for the education system of Chad, also offers useful pointers for the future, as well as resources mobilized from GPE by IIEP and the AFD financed *Pôle de Dakar* for education sector analysis and capacity-building in Africa. Decision-making on the use of EU funds is highly decentralised. The MoU concluded by UNESCO and the EU covers several of the themes encompassed in the flagship programmes. To access such funding, national authorities and UNESCO field offices should engage closely with EU Delegations to identify entry points in EU financed country and regional programmes.

The African Union and the Regional Economic Communities themselves are critically important partners in technical and financial terms. UNESCO and the EU, as well as the RECS should also work closely on project design and resource mobilization towards potential funding sources.

1.5 Private-sector partnerships

UNESCO’s engagement with the private sector in Africa and its diaspora is evolving. Various forums seek to promote the development cooperation with Africa. To position UNESCO vis-à-vis other (private sector) development partners, it is suggested that UNESCO be represented at forums such as the Forum on China-Africa Cooperation or the Tokyo International Conference on Africa’s Development (TICAD).

African entrepreneurs (in or outside Africa) are more and more vocal and engaged in the development agenda of the region. Direct contacts with them and/or with their companies and/or their foundations can be extremely useful and promising. Some sectors (banks, telecoms, ...) are growing fast and would perhaps positively welcome opportunities to partner with the Organization.

UNESCO can also tap into the United Nations Global Compact local networks in Africa. In this context, it is suggested that UNESCO’s senior management officials meet with the network leaders whenever they are on official travel to any of the African countries in which the Global Compact local network is well established

(see <http://www.unglobalcompact.org/NetworksAroundTheWorld/index.html>).

2. Partnership modalities

2.1 Strategic partnerships

Flagship programmes provide a unique conceptual framework for “strategic partnerships”. The latter have the following characteristics: medium to long term agreements (minimum three years), mutual commitment linked to high-level expected results (mainly upstream work), a sharing of risks, responsibilities, resources, and benefits, significant financial implications (more than \$2M), provisions for the joint planning, monitoring and evaluation of cooperation, and opportunities to strengthen the delivery capacity (including provision for in-kind contributions of human resources/expertise).

These strategic partnerships may take the form of:

- Multi-stakeholders partnerships where several donors and partners may want to contribute to the same expected results for example the “Global Partnership for Girls’ and Women’s Education” which attracted support from private sector companies, foundations (Gems Foundation, Nokia, Procter and Gamble) as well as government donors (Japan, Italy, USA). In most cases, the commitments of individual donors will be formalized through the conclusion of separate agreements.
- Country cooperation agreement where African Member States are willing to finance UNESCO to help them in designing/reinforcing their national policies and strategies in areas where the Organization has a specific added value, and/or to support their efforts to participate in South-South cooperation, such as the recently concluded framework agreement with Angola.
- Partnerships with a single donor or partner (private sector, bilateral government donor, development bank,) which wants UNESCO to be a privileged partner in an area covered by one specific flagship through the development of a joint multi-annual programme which may be national or regional in scope. The recently concluded agreements with the French Agency for Development (AFD) and IIEP on assisting African Member States with education sector analysis (Pôle de Dakar), and the regional programme with China on teacher education in Africa are salient examples. These types of partnerships are highly encouraged. They require a significant investment in time to build relationships and confidence, and may well require some form of in-kind contribution from UNESCO itself, but senior professionals should consider them as part of their top priorities.

Given the importance of such partners, visibility requires special attention since it is closely linked to partner satisfaction.

2.2 Self-standing programmes and projects

Self-standing programmes and projects financed by individual donors will also be a critical vehicle for scaling up the expected results under each of the flagship programmes. The starting point will be to identify specific entry points at the intersection between the national and regional strategies of beneficiary Member States and RECs, the expected results of the flagship programmes and the strategic priorities of potential donors and partners.

Synergies and complementarities are particularly interesting to develop. Particular attention should be given to the catalytic use of funding to generate a multiplier effect. A salient example would be the strategic role that targeted funding from Flanders played in mobilizing an additional \$1.5 million from Japan for groundwater mapping in Ethiopia, Kenya and Somalia, as well funding from DFID for a needs assessment in the Somali region of Ethiopia.

2.3 Secondments

Recourse to extrabudgetary secondments or to the loan of personnel can be a means of strengthening the capacity of field offices in Africa to mobilize for, and implement the flagship programmes. Further information is available at the following web site: (<http://www.unesco.org/new/en/unesco/partners-donors/partnering-with-unesco/secondment-of-experts/>).

UNESCO field offices in Africa are encouraged to clearly identify their needs for such human resources alongside requirements for financial resources, and also to highlight the opportunity such arrangements represent for potential partners in terms of transfer of knowhow, capacity-building and networking.

For the short-term deployment of experts, especially in PCPD contexts, field offices can contact BSP/CFS to request support from the Norwegian Refugee Council (NRC) which is a stand by partner with a roster of experts who can be rapidly deployed to the field for limited periods.

2.4 In-kind contributions

Projects and activities can be excellent opportunities to mobilize institutional resources. African and non-African entities (research institutes, universities, private companies, foundations, NGOs, etc.) can contribute directly to our projects by sharing their resources or their expertise. This can be interesting and fruitful angle on resource mobilization.



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**FOLLOW-UP TO DECISIONS AND RESOLUTIONS ADOPTED BY
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AT THEIR PREVIOUS SESSIONS**

PART I

ADDENDUM

**Recent decisions and activities of the organizations
of the United Nations system of relevance to the work of UNESCO**

SUMMARY

In accordance with 124 EX/Decision 6.1, this addendum informs the Executive Board of decisions and activities of the organizations of the United Nations system of relevance to the work of UNESCO that have been adopted or have taken place since the 191st session of the Executive Board.

Recent decisions and activities of the organizations of the United Nations system of relevance to the work of UNESCO

68th session of the General Assembly

1. UNESCO participated in the main segment of the sixty-eighth session of the General Assembly held in New York from 18 September to 27 December 2013, under the chairmanship of H.E. Mr John W. Ashe, Ambassador and Permanent Delegate of Antigua and Barbuda to the United Nations.

2. Women, youth and civil society, human rights and the rule of law, South-South cooperation and information and communications technology for development along with sustainable development, science and technology for development, culture and development were key areas of focus of the Assembly this year. "The post-2015 development agenda: Setting the stage together" was the theme for this year's General Debate.

3. The Director-General participated in a series of important education events and meetings organized as part of or in the margins of the high-level segment of the Assembly, including the Secretary-General "MDG Success" meeting, the Global Education First Initiative (GEFI) anniversary event, the Global Compact Leaders Summit, the Inter-Agency Network for Education in Emergencies (INEE)-led event on education in emergencies, the Learning for All Ministerial Round Table on Chad, as well as a UNESCO-led event to release new GMR data and research on the role of education in achieving the MDGs.

4. The Director-General also participated in the ceremony of the unveiling of the winning design for the Permanent Memorial to and Remembrance of the Victims of Slavery and the Transatlantic Slave Trade and in the launch of the Syrian Antiquities at Risk Emergency Red List. She attended the inaugural meeting of the newly-established High-Level Political Forum on Sustainable Development (HLPF) during which the Secretary-General officially announced the establishment of the Scientific Advisory Board (SAB) is hosted by UNESCO.

5. As in previous years, UNESCO has presented substantive reports to the Assembly on agenda items for which the Organization has a specific mandate or responsibility. The following reports were submitted and examined at this session:

- Report on the United Nations Literacy Decade: Education for All
- Report on Culture and Development
- Report on the Follow-up to the Declaration and Programme of Action on a Culture of Peace

6. The Assembly has adopted so far the following resolutions which make a reference to UNESCO's programmes and/or assign specific action(s) to the Organization:

- **Literacy for life: Shaping future agendas (resolution 68/132).** The Assembly, commending the efforts made by UNESCO in making progress on the goals of the United Nations Literacy Decade, "requests UNESCO to reinforce its coordinating and catalysing role in the fight against illiteracy, and encourages its Director-General to continue the process of elaborating a literacy vision and agenda for the post-United Nations Literacy Decade period, in consultation with Member States and development partners to ensure a successful global multi-stakeholder partnership". It "recognizes the need to give appropriate consideration to the issue of literacy in the discussions on the post-2015 development agenda" and "requests the Secretary-General, in cooperation with the Director-General of UNESCO, to submit to the sixty-ninth session of the General Assembly a report on the implementation of the present resolution".

- **Amendments to the Charter of the United Nations University (resolution 68/236).** By this resolution, the Assembly, taking note of the decisions made by the Council of the United Nations University at its fifty-ninth session, held from 22 to 24 April 2013 and by the Executive Board of UNESCO at its 192nd session, held in Paris in October 2013, approves the amendments to Article IV of the Charter of the United Nations University to reduce the number of appointed members of the Council from 24 to 12.
- **Science, technology and innovation for development (resolution 68/220).** By this resolution, the Assembly “decides to proclaim 2015 the International Year of Light and Light-based Technologies”, and invites UNESCO, “to facilitate the organization and implementation of the International Year, in collaboration with governments, relevant organizations of the United Nations system, the International Council for Science and other relevant academic and non-governmental organizations”. It also requests the Organization “to inform the General Assembly at its seventy-first session on the implementation of the present resolution, elaborating, *inter alia*, on the evaluation of the Year”.
- **Oceans and the law of the sea (resolution 68/70).** In this resolution, the General Assembly “welcomes the decision by the forty-fifth session of the Executive Council of the Intergovernmental Oceanographic Commission (IOC), held in Paris from 26 to 28 June 2012, that the Advisory Body will continue its work focused on priorities as tasked by IOC governing bodies in line with the terms of reference, mobilizing extrabudgetary resources when necessary”. It further “takes note with appreciation of the progress made by IOC and Member States towards the establishment of regional and national tsunami warning and mitigation systems”. It “invites IOC, UNEP, IMO, FAO and other competent United Nations specialized agencies, as appropriate, to continue to provide technical and scientific support to the Regular Process [for Global Reporting and Assessment of the State of the Marine Environment, including Socioeconomic Aspects]”.
- **Culture and sustainable development (resolution 68/223).** The General Assembly “encourages all Member States, intergovernmental bodies, organizations of the United Nations system, relevant non-governmental organizations and all other relevant stakeholders to take into consideration the contribution of culture to the achievement of sustainable development in the formulation of national, regional and international development policies, international cooperation instruments and the elaboration of the post-2015 development agenda”. It “requests the Secretary-General to submit to the General Assembly at its sixty-ninth session a progress report on the implementation of the present resolution and a consolidated approach, in consultation with relevant United Nations funds and programmes and specialized agencies of the United Nations development system, in particular UNESCO and the United Nations Development Programme, on the specific modalities of the inclusion of culture in the post-2015 development agenda”. The Assembly “decides to hold a United Nations conference on culture and sustainable development in the context of the preparatory process of the post-2015 development agenda by the end of 2014”.
- **Follow-up to the Declaration and Programme of Action on a Culture of Peace (resolution 68/125).** In this resolution, the General Assembly “commends UNESCO for which the promotion of a culture of peace is the expression of its fundamental mandate, for further strengthening the activities it has undertaken to promote a culture of peace”. It also “stresses the role of UNESCO in mobilizing all relevant stakeholders within and outside the United Nations system in support of a culture of peace, cultural diversity and intercultural dialogue, and invites the Organization to continue to enhance communication and outreach, including through the culture of peace website”. It “notes the mention by the Secretary-General in the report (A/68/216) that peace should be

given due consideration in the elaboration of the post-2015 development agenda” and “requests the President of the General Assembly to consider convening a high-level forum, as appropriate and within existing resources, devoted to the implementation of the Programme of Action on the occasion of the anniversary of its adoption, on or around 13 September”.

- **Promotion of interreligious and intercultural dialogue, understanding and cooperation for peace (resolution 68/126).** The General Assembly “welcomes the launch of the International Decade for the Rapprochement of Cultures (2013-2022) for which UNESCO, in consultation with Member States and the relevant intergovernmental and non-governmental organizations, will provide a plan of action to enhance interreligious and intercultural dialogue and promote tolerance and mutual understanding”.
- **Human rights and cultural diversity (resolution 68/159).** The General Assembly “invites UNESCO to support initiatives aimed at promoting intercultural dialogue on human rights”.
- **Permanent memorial to and remembrance of the victims of slavery and the transatlantic slave trade (resolution 68/7).** The General Assembly “recalls that the permanent memorial initiative complements the work being done at the UNESCO on the Slave Route Project, including its commemorative activities”, and “endorses the initiative of Member States to erect, at a place of prominence at United Nations Headquarters that is easily accessible to delegates, United Nations staff and visitors, a permanent memorial in acknowledgement of the tragedy and in consideration of the legacy of slavery and the transatlantic slave trade”. It also “recalls the establishment of a committee of interested States to oversee the permanent memorial project, [...], in collaboration with UNESCO, representatives of the Secretariat, the Schomburg Center for Research in Black Culture of the New York Public Library and civil society”.
- **Combating intolerance, negative stereotyping, stigmatization, discrimination, incitement to violence and violence against persons, based on religion or belief (resolution 68/169).** In this resolution, the General Assembly, “welcoming the leading role of UNESCO in promoting intercultural dialogue”, “stresses the importance of a continued and strengthened dialogue in all its forms, including among and within religions or beliefs, and with broader participation, including of women, to promote greater tolerance, respect and mutual understanding, and welcomes different initiatives in this regard, including the Alliance of Civilizations initiative and the programmes led by the United Nations Educational, Scientific and Cultural Organization”.
- **The safety of journalists and the issue of impunity (resolution 68/163).** By this resolution, the General Assembly “decides to proclaim 2 November as the International Day to End Impunity for Crimes against Journalists”, and “requests UNESCO, in consultation with relevant entities of the United Nations system”, “to facilitate the implementation of the International Day in collaboration with Governments and relevant stakeholders”. It further “invites the relevant agencies, organizations, funds and programmes of the United Nations system to consider identifying focal points for the exchange of information about the implementation of the United Nations Plan of Action on the Safety of Journalists and the Issue of Impunity, in cooperation with Member States and under the overall coordination of UNESCO”.

Substantive session of the Economic and Social Council (ECOSOC)

7. The Economic and Social Council (ECOSOC) held its substantive session from 1 to 26 July 2013 under the presidency of Nestor Osorio, Ambassador and Permanent Representative of Columbia to the United Nations. The High-level Segment was held this year under the theme

“Science, technology and innovation, and the potential of culture, for promoting sustainable development and achieving the Millennium Development Goals”. The Secretary-General of the United Nations opened the session by sending a strong message that “science, technology and culture are necessary elements for any post-2015 development agenda”.

8. It should be noted that in accordance to resolution A/67/L.72 adopted by the General Assembly, it was decided to establish a high-level political forum (HLPF) which will replace the Annual Ministerial Review as from 2016. The first session of HLPF will take place in 2014 as part of the High-level Segment of ECOSOC.

9. The Director-General delivered a keynote speech in the opening session of the High-level Segment. The Director-General also chaired a UNESCO ministerial round table on “Culture and innovation in the post-2015 development agenda” on 2 July. The event brought together ministers of culture, science and technology, Permanent Representatives of Member States to the United Nations, United Nations system agencies including UNDP, World Bank, UNCTAD and WIPO, and the civil society. A second UNESCO ministerial round table focusing on the theme “Science, Technology and Innovation for Global Sustainability” took place on 3 July. In addition, a side event was organized by UNESCO together with CERN, ITU and the International Federation of University Women (IFUW) on the role of women in science.

10. The Ministerial Declaration (E/2013/L.18)¹ adopted by consensus on 16 December 2013 is of importance to the work of the Organization:

- In the Preamble, the Ministers and Heads of Delegations “affirm that science, technology and innovation, and the potential of culture, are essential enablers and drivers for the achievement of the Millennium Development Goals and the promotion of the three dimensions of sustainable development, as well as poverty eradication, and therefore recommend that they should be given due consideration in the elaboration of the post-2015 development agenda”. They also “acknowledge the fundamental importance of cultural diversity as a source of enrichment for humankind and a contributor to sustainable development of local communities, peoples and nations, and in this regard recall the principles of the 2001 United Nations Educational, Scientific and Cultural Organization Universal Declaration on Cultural Diversity”.
- The Declaration encourages “the development of cultural industries, cultural tourism and culture-related microenterprises, and stress the need for all countries to facilitate the growing contribution of creative industries, including cultural industries, to international trade consistent with countries’ international commitments and obligations, where applicable”. It further requests “the Economic and Social Council (ECOSOC) system, in close collaboration with relevant United Nations agencies, funds and programmes, and with input from all relevant stakeholders, to work towards policy review, dialogue and recommendations on science, technology and innovation, and the potential of culture, for promoting sustainable development and achieving the Millennium Development Goals”.

11. In addition, the following resolutions which are of relevance for the work of UNESCO or assign specific action to it were adopted during the ECOSOC substantive session:

- **Strengthening crime prevention and criminal justice responses to protect cultural property, especially with regard to its trafficking (resolution 2013/31).** The Council “requests the United Nations Office on Drugs and Crime (UNODC) to continue to provide technical assistance to Member States in the area of protection against trafficking in cultural property and related offences, upon request and in coordination with relevant international organizations, such as UNESCO and INTERPOL, including legislative drafting assistance in order to strengthen crime

¹ Web link: http://www.un.org/ga/search/view_doc.asp?symbol=E/2013/L.18.

prevention and criminal justice responses in this field, and to develop practical assistance tools for that purpose". The Council "further requests UNODC to create a portal on its website containing all documents, tools and relevant information regarding trafficking in cultural property produced by the Office, including a link to the Database of National Cultural Heritage Laws of UNESCO and the INTERPOL database on stolen works of art".

- Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society (resolution 2013/9).
- Science, technology and innovation for development (resolution 2013/10).
- Programme of Action for the Least Developed Countries for the Decade 2011-2020 (resolution 2013/46).



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AT THEIR PREVIOUS SESSIONS**

PART I

PROGRAMME ISSUES

ADDENDUM 2

UNESCO GLOBAL GEOPARKS INITIATIVE

1. To follow up on the decision of the Executive Board at its 192nd session (192 EX/Dec.9) endorsed by the General Conference at its 37th session (37 C/Res.26) the Director-General convened the third Working Group meeting on Global Geoparks, which took place on 10 February 2014. Over 50 Member States took part in the meeting and progress was made towards clarifying the link between UNESCO and Global Geoparks. However, the participating representatives of Member States considered that further consultation needed to be carried out and that it would be premature at this stage to submit a comprehensive document to the 194th session of the Executive Board.
2. A number of issues remain to be discussed as follows:
 - (i) Institutional and operational scenarios which propose expanding the International Geoscience Programme (IGCP) to include Global Geoparks presenting an opportunity to revitalize UNESCO's mandate in the earth sciences and to more effectively integrate sustainable development into the existing scientific mandate;
 - (ii) The identification of an appropriate intergovernmental endorsement process to reflect the intergovernmental nature of a site designated by UNESCO;
 - (iii) The financial sustainability of possible future UNESCO Global Geoparks within UNESCO to be clarified and set out involving no additional financial burden on the Organization;

- (iv) Exploration of options by the Global Geoparks Network (GGN) or a representative body, with respect to obtaining a legal personality more easily recognized by UNESCO in order to facilitate its interactions with UNESCO.

Proposed draft decision

3. In the light of the above, the Executive Board may wish to adopt a decision along the following lines:

The Executive Board,

1. Recalling 37 C/Resolution 26 on the further examination of the parameters of possible UNESCO Global Geoparks,
2. Having examined document 194 EX/5 Part I Add.2,
3. Notes the progress made by the Working Group on Global Geoparks;
4. Invites the Director-General to convene a further meeting of the Working Group on Global Geoparks and to report at the 195th session of the Executive Board on the progress achieved.



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AT THEIR PREVIOUS SESSIONS**

PART II

MANAGEMENT ISSUES

SUMMARY

This report is intended to inform the Members of the Executive Board of the progress achieved in the follow-up to the decisions and resolutions adopted by the Executive Board and the General Conference at their previous sessions.

This document contains information on the following Management issues:

- A. Schedule and workload of Executive Board sessions**
- B. Publication and distribution plan 2014-2015**

A. Schedule and workload of Executive Board sessions

(Follow-up to 192 EX/Decision 16 (VII))

Further to 192 EX/Decision 16 (VII), paragraph 5 (e), it is recommended that this sub-item be postponed to the 195th session of the Executive Board as it should be considered by the Special Committee.

B. Publication and distribution plan 2014-2015

(Follow-up to 179 EX/Decision 31 (I))

1. Following 179 EX/Decision 31 (I), the Director-General submits to the Executive Board at its 194th session the following progress report on the application of its decisions and the preliminary list of publications for 2014-2015.
2. There has been a 20% reduction in the number of proposed publications compared to the previous biennium, which itself had seen a reduction of 42%. Some 376 publications are proposed for the current Publications Plan compared to 470 proposed for 2012-2013, and 805 in the 2010-2011 biennium.
3. The Education Sector has the highest number of proposals with some 216 publications (58%) with the Natural Sciences Sector the second highest with 64 publications (17%). The Social and Human Sciences Sector proposes 20 publications (6%), the Culture Sector 33 (9%) and the Communication and Information Sector 38 (10%).
4. For 2014-2015, approximately 47% of publication proposals are from Headquarters, 34% from field offices and 19% from Institutes. English is still by far the first language of most publications with more than 80% of publications available in English (even if translations are foreseen later). A special push by the Publications Board has nonetheless resulted in an increase in publishing in languages other than English.
5. The Publications Board was established on 9 May 2011 by the Director-General to guide and strengthen publishing activities at Headquarters and in the field. During the 2012-2013 biennium, the Publications Board met 24 times in total. A total of 227 proposals were reviewed by the Publications Board; 20% of submissions were either rejected or returned to the sectors for revision and resubmission.
6. The preliminary list of publications for 2014-2015 is available on-line at the following link: <http://unesdoc.unesco.org/images/0022/002270/227042E.pdf>.



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FOLLOW-UP TO DECISIONS AND RESOLUTIONS ADOPTED BY THE EXECUTIVE BOARD AND THE GENERAL CONFERENCE AT THEIR PREVIOUS SESSIONS

PART III

HUMAN RESOURCES ISSUES

SUMMARY

This report is intended to inform the Member of the Executive Board of the progress achieved in the follow-up to the decisions and resolutions adopted by the Executive Board and the General Conference at their previous sessions.

This document contains information on the following human resources issues:

A. Annual report (2013) by the International Civil Service Commission: Report by the Director-General

Article 17 of ICSC's Statute provides that "(ICSC) shall submit an annual report to the General Assembly including information on the implementation of its decisions and recommendations. The report shall be transmitted to Governing Organs of the other Organizations through their Executive Heads".

In 114 EX/Dec.8.5, the Executive Board approved a proposal by the Director-General to submit all future ICSC annual reports to the Executive Board at the Spring session following publication of the report, and subsequently endorsed by the General Conference in 22 C/Res.37.

Furthermore, the General Conference invited the Director-General, in 37 C/Res.83, to inform the Executive Board about measures adopted, either by the General Assembly or ICSC, before its 38th session.

The document submits ICSC's 2013 report to the Executive Board for information and describes measures affecting UNESCO staff members which were implemented following ICSC recommendations and the decision taken by the General Assembly A/Res/68/253.

Action expected of the Executive Board: proposed decision in paragraph 19.

B. Feasibility study on introducing a new health insurance scheme

C. Staff movements (appointments, transfers, redeployments) and separations

In 192 EX/Decision 16, the Executive Board requested the Director-General to present to the 194th session a "report on staff movements (appointments, transfers, redeployments) and separations (including voluntary terminations, retirement, resignations) of the restructuring".

Action expected of the Executive Board: None. The report is presented to the Executive Board for information.

A. Annual report (2013) by the International Civil Service Commission: Report by the Director General

(Follow-up to 114 EX/Decision 8.5, 22 C/Resolution 37, 37 C/Resolution 83)

Introduction

1. ICSC's 39th annual report for 2013 contains measures which affect the conditions of service of United Nations Common System staff, including UNESCO staff. The General Assembly examined this report and its recommendations at its 68th session and took decision A/C.5/68/L.14, later adopted as Resolution A/Res/68/253 (**Annex 1**).

Review of the common system compensation package

2. The Commission started a review of the common system compensation package during 2013, with the aim of submitting its final conclusions and recommendations to the General Assembly by the end of 2015. The Commission considered that the attributes of, and the approach to, a revised system should be as follows:

- (a) A new compensation system should support the delivery of Organizational mandates and should:
 - (i) Be competitive;
 - (ii) Be fair and equitable;
 - (iii) Be transparent;
 - (iv) Be simple in design, easy to administer and easily understood by staff and stakeholders;
 - (v) Reward excellence and manage underperformance;
- (b) The new system should be cohesive at its core, but should allow for some flexibility to meet the specific needs and challenges facing the organizations, particularly with regard to diversity, specialized occupations or hard-to-obtain skills;
- (c) Upon implementation, the new system should be premised on overall cost containment and be sustainable going forward;
- (d) The review would commence with the international Professional staff and then be expanded to include the National Professional Officer and General Service categories;
- (e) While the assumption was that the new system would apply to all staff recruited on or after its date of promulgation, the applicability to existing staff would be considered later, taking into account acquired rights.

3. In order to take the review forward, the Commission decided to establish three working groups, which will comprise representatives of the Commission, Organizations and staff federations, to consider remuneration structure; competitiveness and sustainability; performance incentives and other HR issues. UNESCO will participate actively in the work of the three working groups.

Mandatory age of separation

4. Following its decision in 2012 to support the recommendation from the United Nations Pension Board to raise the mandatory age of separation to age 65 years for new United Nations staff effective 1 January 2014, and following a strategic review of the implications of applying this higher mandatory age to current staff, the Commission decided to recommend to the General Assembly that the mandatory age of separation should be increased to age 65 for current staff members, effective 1 January 2016.

5. The General Assembly decided to defer its decision on this recommendation, without prejudice to the proposed time-frame, and asked the Commission to undertake further analysis in consultation with all relevant stakeholders, to be considered by the General Assembly at its 69th session.

Base/floor salary scale

6. The comparator civil service's (United States federal civil service) pay freeze, originally introduced between 1 January 2011 and 31 December 2012, had been extended to 31 December 2013. However, the net pay of comparable staff had increased by 0.19% in 2013 as a result of a revised tax rate schedule and amounts for personal exemptions and standard deductions. The Commission, therefore, decided to recommend a 0.19% increase in the net base salary scale of United Nations Professional and higher category staff, with effect 1 January 2014, to be introduced on the standard *no loss, no gain* basis, whereby increases in the net salary scale are offset by a reduction in post adjustment, leaving the net salaries of staff members unchanged. This was approved by the General Assembly.

Follow-up action

7. The new salary scale was implemented in UNESCO on 1 January 2014 (**Annex 2**). The changes will increase slightly the level of the repatriation grant and termination indemnities.

Evolution of the UN/US net remuneration margin

8. In resolution A/RES/68/253, the General Assembly reaffirmed that the range of 110 to 120 for the margin between the net remuneration of officials in the Professional and higher categories of the United Nations in New York and officials in comparable positions in the comparator civil service should continue to apply, on the understanding that the margin would be maintained at a level around the desirable midpoint of 115 over a period of time”.

9. The Commission reported that the margin for the period 1 January 2013-31 December 2013 was 119.6, with a five-year (2009-2013) average of 115.7.

10. The General Assembly decided that the level of post adjustment for New York should not increase during 2014 in view of the elevated level of the margin. This will have the effect of scaling back commensurately the post adjustment indices in every other duty station. It also means that there will be no change in the pensionable remuneration scale of Professional and higher category staff in 2014, as this scale is linked to the level of post adjustment in New York. The General Assembly also requested the Commission to present later in 2014 a range of actions and time schedules that would permit to bring back the margin to the desirable midpoint of 115.

Follow-up action

11. Whereas the calculation of the margin has no implications for UNESCO or for its staff, the decision regarding the level of post adjustment in New York will impact the net take home pay of UNESCO staff during 2014.

Children's and Secondary Dependents' Allowances

12. ICSC had reviewed the children and secondary dependant allowances during 2012, but decided to defer consideration of the levels of the allowances because of concerns about the dominant effect of one large duty station (Geneva) on the final result. It was also concerned that the methodology was an automatic procedure that left no room to consider other factors which may be relevant to its overall decision.

13. ICSC, therefore, carried out another review of the methodology during 2013. It decided to inform the General Assembly that it would keep the methodology under consideration in the

framework of the broader review of the common system compensation package; and recommended to the General Assembly that the current levels of the children's and secondary dependants' allowances be maintained.

14. As well as approving this recommendation, the General Assembly also requested the Commission not to increase any of the allowances under its purview until the Commission's review

Follow-up action

15. As ICSC decided to maintain the current level of the two allowances until its overall review of the compensation package has been completed, there are no implications for UNESCO or for its staff.

Education grant: Special measures

16. The CEB Human Resources Network had requested the Commission to introduce special measures for the levels of the education grant in Belgium in order to address the situation where the tuition fees of three English-curriculum schools in Brussels – the only options available to English-speaking families of United Nations common system staff – were more than double the maximum admissible expenses applicable to the country. The Commission decided to recommend a special measure which would allow reimbursement of the education-related expenses up to the maximum established for the United States dollar inside the United States of America be introduced for these three schools in Brussels. The General Assembly approved the recommendation, effective from the academic year in progress on 1 January 2013. The updated table of maximum admissible expenses by country/currency zone at 1 January 2013 is attached as **Annex 3**.

Follow-up action

17. As UNESCO has no staff members with children currently attending one of these three schools, there will, therefore, be no financial impact arising from this new measure

Financial and administrative implications

18. The measures described above were implemented using existing finance/payroll systems. They fall under the staff costs budget.

Proposed decision

19. The Executive Board may wish to adopt a decision along the following lines:

The Executive Board,

1. Recalling 114 EX/Decision 8.5 and 22 C/Resolution 37, and 37 C/Resolution 83
2. Having examined document 194 EX/5 Part III,
3. Takes note of its content;
4. Invites the Director-General to continue to ensure UNESCO's participation in the work of the International Civil Service Commission (ICSC) and to take into account its report.



General Assembly

Distr.: General
24 January 2014

Sixty-eighth session
Agenda item 141

Resolution adopted by the General Assembly on 27 December 2013

[on the report of the Fifth Committee (A/68/684)]

68/253. United Nations common system: report of the International Civil Service Commission

The General Assembly,

Recalling its resolutions [44/198](#) of 21 December 1989, [51/216](#) of 18 December 1996, [52/216](#) of 22 December 1997, [53/209](#) of 18 December 1998, [55/223](#) of 23 December 2000, [56/244](#) of 24 December 2001, [57/285](#) of 20 December 2002, [58/251](#) of 23 December 2003, [59/268](#) of 23 December 2004, [60/248](#) of 23 December 2005, [61/239](#) of 22 December 2006, [62/227](#) of 22 December 2007, [63/251](#) of 24 December 2008, [64/231](#) of 22 December 2009, [65/248](#) of 24 December 2010, [66/235 A](#) of 24 December 2011, [66/235 B](#) of 21 June 2012 and [67/257](#) of 12 April 2013 and its decisions [67/551](#) and [67/552 A](#) of 24 December 2012,

Having considered the report of the International Civil Service Commission for 2013,¹

Reaffirming its commitment to a single, unified United Nations common system as the cornerstone for the regulation and coordination of the conditions of service of the common system,

1. *Takes note with great appreciation* of the work of the International Civil Service Commission;
2. *Takes note* of the report of the Commission for 2013;¹
3. *Reaffirms* the role of the General Assembly in approving conditions of service and entitlements for all staff serving in the organizations of the United Nations common system, bearing in mind articles 10 and 11 of the statute of the Commission;²
4. *Recalls* articles 10 and 11 of the statute of the Commission, and reaffirms the central role of the Commission in regulating and coordinating conditions of

¹ *Official Records of the General Assembly, Sixty-eighth Session, Supplement No. 30 (A/68/30).*

² Resolution 3357 (XXIX), annex.



service and entitlements for all staff serving in the organizations of the United Nations common system;

I

Conditions of service applicable to both categories of staff

A. Comprehensive review of the common system compensation package

1. *Recalls* paragraph 4 of its resolution [67/257](#), and requests the Commission to provide to the General Assembly, at the first part of its resumed sixty-eighth session, a briefing on the progress made on the comprehensive review of the common system compensation package;

2. *Welcomes* the comprehensive review, affirms the objectives set out in paragraph 31 of the report of the Commission, and requests the Commission to review all remuneration elements holistically in order to achieve those objectives and to safeguard the core values of the organizations of the United Nations common system;

3. *Requests* the Commission, in its proposals resulting from the ongoing comprehensive review, to ensure the comparability of the total compensation package in the United Nations common system, including all monetary and non-monetary elements, under the Noblemaire principle;

4. *Also requests* the Commission to ensure that the executive heads of organizations and staff federations of the United Nations common system and Member States are duly apprised of the process and have an opportunity to provide their feedback;

5. *Further requests* the Commission not to increase any of the allowances under its purview until the comprehensive review decided in resolution [67/257](#) has been submitted to the General Assembly for its consideration;

6. *Expresses its deep concern* about the long-term sustainability of the after-service health insurance scheme within the United Nations system, and in this regard invites the Commission to review, in the context of its annual report, the apportionment of health insurance premiums between the United Nations organizations and participants in both United States and non-United States plans;

B. Mandatory age of separation

1. *Decides* to defer its decision on the recommendation of the Commission to raise the mandatory age of separation to 65 years without prejudice to its proposed time frame, and requests the Commission to undertake further analysis, in consultation with all relevant stakeholders, on the impact of the adoption of this recommendation on workforce and succession planning frameworks and all relevant human resources management policies, including performance management and appraisal, rejuvenation, gender balance and equitable geographic representation, across the United Nations common system and to report thereon at its sixty-ninth session;

2. *Recalls* paragraph 61 of the report of the Commission, in which it is indicated that raising the mandatory age of separation for existing staff to 65 years would result in a marginal reduction in the actuarial deficit of the United Nations Joint Staff Pension Fund in the range of 0.13 per cent of pensionable remuneration;

II

Conditions of service of staff in the Professional and higher categories

A. Base/floor salary scale

Recalling its resolution 44/198, by which it established a floor net salary level for staff in the Professional and higher categories by reference to the corresponding base net salary levels of officials in comparable positions serving at the base city of the comparator civil service (the United States federal civil service),

Approves, with effect from 1 January 2014, as recommended by the Commission in paragraph 82 of its report, the revised base/floor scale of gross and net salaries for staff in the Professional and higher categories, as contained in annex III to the report;

B. Evolution of the margin

Recalling section I.B of its resolution 51/216 and the standing mandate from the General Assembly, in which the Commission is requested to continue its review of the relationship between the net remuneration of United Nations staff in the Professional and higher categories in New York and that of the comparator civil service employees in comparable positions in Washington, D.C. (referred to as “the margin”),

1. *Reaffirms* that the Noblemaire principle is the basis for the determination of the level of remuneration for staff in Professional and higher categories in New York, the base city for the post adjustment system, and in other duty stations;

2. *Also reaffirms* that the range of 110 to 120 for the margin between the net remuneration of officials in the Professional and higher categories of the United Nations in New York and officials in comparable positions in the comparator civil service should continue to apply, on the understanding that the margin would be maintained at a level around the desirable midpoint of 115 over a period of time;

3. *Notes* that the margin between net remuneration of the United Nations staff in grades P-1 to D-2 in New York and that of officials in comparable positions in the United States federal civil service in Washington, D.C., for the period from 1 January to 31 December 2013 is 119.6 and that its five-year average (2009–2013) stands at 115.7, which is above the desirable midpoint of 115;

4. *Welcomes* the initiative by the Commission to manage the margin actively, following the management procedure approved by the General Assembly, and not to increase the post adjustment for New York in 2014 in view of the elevated level of the margin;

5. *Recalls* that the five-year average of the net remuneration margin should be maintained around the desirable midpoint of 115, and requests the Commission to submit to the General Assembly, no later than at the main part of its sixty-ninth session, recommendations on the range of actions and time schedules that would bring the margin back to its desirable midpoint;

C. Children’s and secondary dependants’ allowances: review of the methodology

1. *Takes note* of the decision of the Commission to keep the methodology to determine children’s and secondary dependants’ allowances under consideration

within the framework of the broader review of the common system compensation package;

2. *Approves* the recommendation of the Commission that the current levels of the children's and secondary dependants' allowances be maintained;

D. Education grant: special measures

Approves, with effect for the school year in progress on 1 January 2013, the recommendation of the Commission as contained in paragraph 113 of its report;

E. Post adjustment matters

Requests the Commission to review and submit to the General Assembly at its sixty-ninth session proposals on synchronizing the post adjustment cycles at headquarters duty stations.

*72nd plenary meeting
27 December 2013*

Annex 2

**Salary scale for Professional and higher category staff
Annual gross salaries and net equivalents after application of staff assessment**

(in US dollars - effective 1 January 2014)

	Level	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
DDG	Gross	189 744														
	Net Dependant	146 321														
	Net Single	131 682														
ADG	Gross	172 436														
	Net Dependant	134 205														
	Net Single	121 527														
D-2	Gross	141 519	144 521	147 523	150 549	153 680	156 810									
	Net Dependant	112 309	114 500	116 692	118 884	121 076	123 267									
	Net Single	103 177	105 026	106 869	108 706	110 539	112 360									
D-1	Gross	129 315	131 952	134 582	137 219	139 858	142 490	145 129	147 763	150 414						
	Net Dependant	103 400	105 325	107 245	109 170	111 096	113 018	114 944	116 867	118 790						
	Net Single	95 575	97 246	98 916	100 579	102 241	103 899	105 549	107 199	108 844						
P-5	Gross	106 944	109 185	111 429	113 668	115 914	118 153	120 399	122 640	124 882	127 125	129 367	131 608	133 852		
	Net Dependant	87 069	88 705	90 343	91 978	93 617	95 252	96 891	98 527	100 164	101 801	103 438	105 074	106 712		
	Net Single	80 887	82 342	83 792	85 241	86 688	88 130	89 572	91 011	92 447	93 881	95 313	96 739	98 167		
P-4	Gross	88 108	90 108	92 106	94 105	96 106	98 104	100 114	102 277	104 441	106 603	108 770	110 930	113 095	115 260	117 425
	Net Dependant	72 605	74 185	75 764	77 343	78 924	80 502	82 083	83 662	85 242	86 820	88 402	89 979	91 559	93 140	94 720
	Net Single	67 611	69 049	70 488	71 920	73 354	74 787	76 219	77 647	79 074	80 502	81 925	83 349	84 773	86 193	87 613
P-3	Gross	72 411	74 262	76 114	77 962	79 815	81 665	83 514	85 368	87 218	89 068	90 922	92 770	94 623	96 472	98 322
	Net Dependant	60 205	61 667	63 130	64 590	66 054	67 515	68 976	70 441	71 902	73 364	74 828	76 288	77 752	79 213	80 674
	Net Single	56 198	57 542	58 889	60 232	61 579	62 922	64 265	65 612	66 955	68 300	69 640	70 982	72 319	73 661	75 001
P-2	Gross	59 387	61 043	62 697	64 354	66 010	67 663	69 322	70 973	72 629	74 287	75 941	77 597			
	Net Dependant	49 916	51 224	52 531	53 840	55 148	56 454	57 764	59 069	60 377	61 687	62 993	64 302			
	Net Single	46 819	48 006	49 189	50 375	51 559	52 745	53 949	55 151	56 358	57 561	58 761	59 968			
P-1	Gross	46 487	47 968	49 442	50 995	52 582	54 173	55 766	57 359	58 946	60 537					
	Net Dependant	39 514	40 773	42 026	43 286	44 540	45 797	47 055	48 314	49 567	50 824					
	Net Single	37 273	38 432	39 591	40 748	41 906	43 064	44 222	45 366	46 504	47 643					

In addition, Professional and higher category staff are paid a post adjustment, which varies according to the duty station.

Education Grant Entitlements

Effective from scholastic year in progress 1 January 2013

Currency	Maximum admissible expenses and maximum grant for disabled children	Maximum education grant	Normal flat rate when boarding not provided ^a	Additional flat rate for boarding (at designated duty stations)	Maximum grant for staff at designated duty stations ^a
Euro					
Austria	18 240	13 680	3 882	5 824	19 504
Belgium ^b	16 014	12 011	3 647	5 470	17 481
France ^c	11 497	8 623	3 127	4 691	13 314
Germany	20 130	15 098	4 322	6 484	21 582
Ireland	17 045	12 784	3 147	4 721	17 505
Italy	21 601	16 201	3 223	4 836	21 037
Monaco	11 497	8 623	3 127	4 691	13 314
Netherlands	18 037	13 528	3 993	5 990	19 518
Spain	17 153	12 864	3 198	4 797	17 661
Danish krone	122 525	91 894	28 089	42 134	134 028
Japanese yen	2 324 131	1 743 098	609 526	914 290	2 657 388
Swedish krona	157 950	118 462	26 219	39 328	157 790
Swiss franc	32 932	24 699	5 540	8 310	33 009
Pound sterling	25 864	19 398	3 821	5 731	25 129
United States dollar (in the United States of America) ^d	45 586	34 190	6 265	9 399	43 589
United States dollar (outside the United States of America)	21 428	16 071	3 823	5 735	21 806

^a Applies only in respect of children at the primary and secondary levels of education - Staff Rule 103.12 (k).

^b Except for the following schools, where the US dollars in the United States levels will be applied:

- International School of Brussels
- British School of Brussels
- St John's International School (Brussels)

^c Except for the following schools, where the US dollars in the United States levels will be applied:

- American School of Paris.
- American University of Paris.
- British School of Paris.
- European Management School of Lyon.
- International School of Paris.
- Marymount School of Paris.
- The Ecole Active Bilingue Victor Hugo (for English curriculum only).
- Ecole Active Bilingue Jeanine Manuel (for English curriculum only).

^d This also applies, as a special measure, for China, Hungary, Indonesia, the Russian Federation and Thailand; the special measure in Romania is discontinued. In addition, special measures apply at the American Cooperative School in Tunis and the American International School of Johannesburg, South Africa.

B. Feasibility study on introducing a new health insurance scheme
(Follow-up to 191 EX/Decision 29)

1. By 191 EX/Decision 29, the Executive Board requested the Director-General to undertake a study with a view to introducing a new health insurance scheme as soon as possible, and to report back on the outcome of the study at the 194th session of the Executive Board, including a proposed date for the entry into force of a different scheme for newly recruited staff.
2. A quote for the requested study was obtained, which indicated that a study of this magnitude, in terms of its scope and depth, necessitates a lengthier tender process than originally foreseen, under the terms of the procurement rules of the Organization.
3. Furthermore, on 27 December 2013, the United Nations General Assembly at its sixty-eighth session adopted Resolution 68/253, expressing "*its deep concern on the long-term sustainability of After-Service Health Insurance within the United Nations system and, in this regard, invites the Commission to review in the framework of its annual report the apportionment of health insurance premiums between the United Nations organizations and participants of both United States and non-United States plan*".
4. In light of the above, it is considered both financially and strategically wise to undertake the study within the United Nations framework and report on progress and/or conclusions at the 2015 Spring session of the Executive Board.

C. Staff movements (appointments, transfers, redeployments) and Separations
(Follow-up to 192 EX/Decision 16)

Introduction

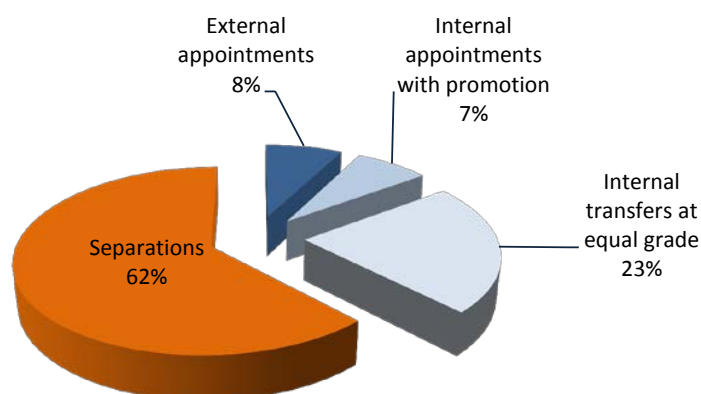
1. Following its discussion of the income and expenditure and restructuring plans at its 192nd session, the Executive Board requested the Director-General in 192 Ex/Decision 16 to present to the 194th session a report on staff movements (i.e. appointments, transfers, redeployments) and separations (including voluntary terminations, retirement and resignations) of the restructuring.
2. The latest information is set out in **Annex 1**. Information for previous years can be found at the following link http://en.unesco.org/careers/sites/careers/files/HR_Statistics.pdf.
3. At the time this report was prepared the restructuring and staffing proposals submitted by Sectors, Bureaux and Offices in the context of the US \$507 million expenditure plan were still under review. The number of occupied posts that may need to be abolished was, therefore, not yet known. The redeployment exercise is expected to begin in March 2014. Information on the abolished posts and on the affected staff who will be considered for redeployment will be presented to the Board at its 195th session.

Action expected of the Executive Board

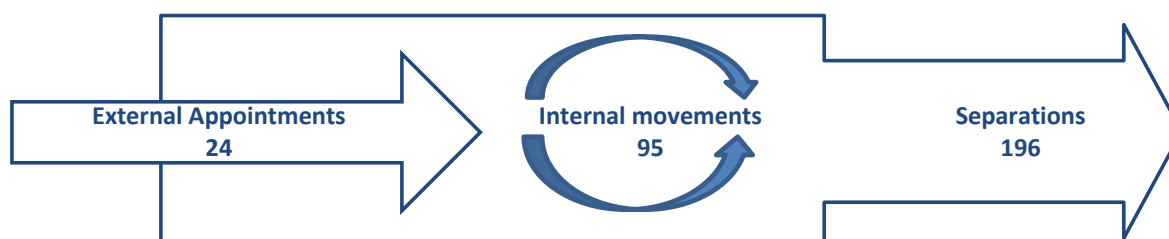
4. The report is presented for information only.

STAFF MOVEMENTS: 1 JANUARY 2013 - 31 DECEMBER 2013
(GS/NO/Prof. and above staff)

	Movements 2013
External appointments	24
Internal movements	95
<i>Appointments with promotion</i>	23
<i>Transfers at equal grade</i>	72
Separations	196
Total	315
Turnover rate	12%



Note: The turnover rate is the number of external Appointments plus the number of staff who separated, divided by the average number of staff employed.



1. External Appointments between 1 January 2013 and 31 December 2013

	HQ	Field	Institute	Total
Directors (D)	-	1	1	2
Professional (P)	7	2	1	10
National Prof. Officers (NO)	-	4	-	4
General Service (GS)	1	7	-	8
Total	8	14	2	24

2. Internal transfers and Internal appointments with promotion between 1 January 2013 and 31 December 2013

	DIR/Heads			Total
	Field Office	P	GS	
HQ to Field	2	11	-	13
Field to HQ	2	6	-	8
Field to field	9	20	-	29
Total	13	37	-	50
Between sectors*	1	7	15	23
Within sectors	3	11	8	22
Total	17	55	23	95

* including reform of the Administrative Offices in the Central Services

3. Separations between 1 January 2013 and 31 December 2013

(a) Separations by category/grade

	DIR/Heads Field Office	P	NO	GS	Total
Retirements	11	19	2	30	62
Resignations	2	12	2	6	22
Inter UN agency transfers	1	3	-	-	4
Voluntary separations	1	26	9	60	96
<i>of which VMSP 2013*</i>	(1)	(20)	(4)	(49)	(74)**
Others***	-	6	2	4	12
Total	15	66	15	100	196

* A Voluntary Mutual Separation Programme (VMSP) ran between September and December 2013.

** 7 are pending separation action

*** including : end of contracts, summary dismissals, terminations, terminations on health grounds and deaths

(b) Separations by location

	HQ	Field	Institute	Total
Retirements	32	18	12	62
Resignations	10	12	-	22
Inter UN agency transfers	1	3	-	4
Voluntary separations	47	40	9	96
<i>of which VMSP 2013*</i>	(37)	(29)	(8)	(74)**
Others***	7	4	1	12
Total	97	77	22	196

* A Voluntary Mutual Separation Programme (VMSP) ran between September and December 2013.

** 7 are pending separation action

*** including : end of contracts, summary dismissals, terminations, terminations on health grounds and deaths



United Nations
Educational, Scientific and
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**FOLLOW-UP TO DECISIONS AND RESOLUTIONS ADOPTED BY
THE EXECUTIVE BOARD AND THE GENERAL CONFERENCE
AT THEIR PREVIOUS SESSIONS**

PART III

HUMAN RESOURCES ISSUES

ADDENDUM

COMMENTS BY THE UNESCO STAFF UNION (STU)

Pursuant to Item 9.2.E of the UNESCO Administrative Manual, the UNESCO Staff Union (STU) submits its comments on these reports by the Director-General.

1. STU takes note of the reports by the Director-General on (i) the annual report (2013) by the International Civil Service Commission, (ii) the feasibility study on introducing a new health insurance scheme and (iii) the report on staff movements (appointments, transfers, redeployments) and separations.

Part A – Annual report (2013) by the International Civil Service Commission: Report by the Director-General

2. STU follows up very closely with FICSA (the Federation of International Civil Servants' Associations) on the progress of the **comprehensive review of the common system compensation package** as it raises many expectations and concerns from Member States, organizations and staff. This review should, in no case, be driven by the need to respond to short-term needs dictated by time-bound emergencies, such as immediate cost savings and cuts requested by some of the Member States. We believe that a sound methodology, able to anchor the United Nations remuneration package to the reality of the market would be safe enough to ensure that the recruitment and retention of staff be guided by the principles enshrined in the United Nations Charter. The United Nations compensation system has shown a high degree of flexibility in adapting to changes, so we should not consider that every single component needs to be re-built from scratch. Some of them may need refinement and adjustment, but this should still happen within the framework of the solid structure developed so far. Therefore it is extremely important that the staff associations be fully involved in the review and their standpoint be taken into account.

3. As far as the **mandatory age of separation** is concerned, STU considers that the recommendation to align the mandatory age of separation to 65 years for current staff as from

January 2016 (with maintain of acquired rights) is coherent with the need to implement a common approach to separation for all staff serving under the flag of the United Nations. The recommendation is sound from many perspectives: (i) from a demographic point of view, it adjusts the mandatory age of separation in line with most recent estimates of life expectancy adopted by the Pension Fund. In fact, life expectancy is growing in most countries and the experience based on the United Nations population called for an upward adjustment two years ago in the Fund's demographic assumptions. Hence, the ICSC recommendation is sound from an actuarial point of view; (ii) from a welfare perspective, taking into account the ongoing debate in most organizations concerning the After-Service Health Insurance (ASHI), this measure would immediately alleviate the liabilities of the scheme, not to mention the saving deriving from lesser recourse to hiring retirees; (iii) finally, from an HR management perspective, the application of a single mandatory age of separation would definitely enhance the equity, cohesion and the mobility among United Nations agencies, providing to all staff, irrespective of their recruitment date, the possibility of retiring at the same age, to no detriment of their acquired rights at the time of recruitment.

Part B – Feasibility study on introducing a new health insurance scheme

4. The STU is relieved that funds will not be wasted to finance a **study for a new health insurance scheme** that is inimical to the resolution of the real problems of the MBF and the After-Service Health Insurance (ASHI).

5. The STU also endorses the concern expressed about ASHI in Resolution 68/253 at the United Nations General Assembly in December 2013, and it respectfully reminds the Executive Board of Recommendation 6 of the Report of the External Auditor in document 37 C/31 of 30 October 2013 "Financial Report and Audited Consolidated Financial Statements relating to the Accounts of UNESCO for the year ended 31 December 2012, and Report by the External Auditor", in which he "invites the Organization to: (a) consider ways and means of financing the ASHI medium- and long-term liability; (b) conduct studies comparing the financial costs of the current "pay-as-you-go" financing approach with those of all other financing approaches; and (c) set itself an objective timetable for taking a final decision on this important matter."

6. In this context, there is therefore considerable unease regarding a "possible qualified opinion [by the External Auditor] should nothing be decided". (37 C/INF.30, the Oral Report of the Chairperson of the APX Commission). However, with the ever-increasing difficulties of funding for the Organization and the continual leaching of staff and programmes, we may all have to think the unthinkable: that the Organization might be dissolved in the coming years. In which case, the ASHI liability would no longer be a problem of accounting, but an actual liability, needing to be funded by all the Member States.

7. Further, the STU is disturbed that some Members of the APX Commission at the 37th session of the General Conference enquired whether "outsourcing of medical coverage" might be an alternative solution of the ASHI Liability (37 C/INF.30). The various studies undertaken over the past 20 years have concluded that outsourcing medical coverage would be more costly than the current system. Unfortunately, that has not prevented the Organization from indirect privatization (or "privatization through the back door") with the new Rules for the Medical Benefits Fund and the *de facto* governance of the Fund by Deloitte Consulting Firm, which has been contracted to provide services, including "plan administration", for the next two biennia (37 C/38). This has virtually pre-empted implementation of Recommendation 6(b) of the External Auditor, as well as disregarding the resolution passed by the Extraordinary General Assembly of Participants on 4 September 2013 which recommended that "the External Auditor be requested to undertake a full performance audit of the MBF, including its financing, governance and administration, the costs and benefits of the proposed changes, and a review of its own last report, i.e. of 2005" as well as considering that it was "premature to take a decision on the proposed new Rules and governance structure; and decide[d] to adjourn the Assembly until the External Auditor's Report [was] made available to it."

Part C – Staff movements (appointments, transfers, redeployments) and separations

8. STU remains particularly concerned by the numerous staff movements that are taking place prior to the redeployment exercise and would like to bring to the attention of the Executive Board Members the following issues:

- While recruitments to vacant posts should have remained exceptional, reserving these posts for the redeployment exercise, 24 external appointments took place in 2013.
- Internal transfers to “safe posts” are continuing, thereby further limiting the number of vacant posts available for redeployment.
- Direct appointments to vacant posts without the slightest competitive process and in the absence of objective criteria have taken place.
- Some staff members have been promoted or are being proposed for promotion at a time when others are likely to be made redundant – posts are being created especially for specific individuals to protect them, ahead of the overall redeployment process.
- Contract extensions beyond retirement age are continuing, and not only in cases of exceptional need, in particular for high-level (and costly) posts (D+ and ADGs). Despite STU’s numerous requests no justification was provided by the Administration to these extensions.
- The cost and the impact on future staff costs savings of the voluntary separations remain unclear.



United Nations
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Item 5 of the provisional agenda

**FOLLOW-UP TO DECISIONS AND RESOLUTIONS ADOPTED BY
THE EXECUTIVE BOARD AND THE GENERAL CONFERENCE
AT THEIR PREVIOUS SESSIONS**

PART III

HUMAN RESOURCES ISSUES

REVISED ADDENDUM 2

SUMMARY

Following the request of the Preparatory Group, this Addendum is intended to provide information and statistics to the Executive Board on the restructuring and the redeployment process.

Action expected of the Executive Board: None. The report is presented to the Executive Board for information.

1. Information on the Restructuring and the Redeployment Process

Restructuring

1. In November 2013, after the General Conference approval of the US \$507 million Budget Expenditure Plan, sectors and bureaux were requested to submit their proposals for restructuring, including, as required, for posts abolition (vacant or occupied) within the allocated budgetary envelope.
2. In January 2014, BSP, BFM and HRM initiated a Joint Technical Review of the proposals submitted for Headquarters and for the field offices.
3. Restructuring proposals included proposals for abolition of vacant posts and/or occupied posts, for unfreezing of suspended posts, for posts redesign etc.
4. ADGs/Directors of Bureaux/Heads of Field Offices met individually all staff whose posts were proposed for abolition end January/February. HRM was present in the meetings with Headquarters staff.
5. As per the agreed process, the proposals for abolition of occupied posts were communicated to the Staff Associations for their comments. Comments were received from STU within the agreed deadline, in February for Headquarters posts and in March for field posts. Managers were also requested to submit job descriptions for classification to confirm appropriate grade levels.
6. The Director-General will examine the proposals, including the Staff Associations' comments. Upon the Director-General's decision, affected staff will receive a notification letter informing of the abolition of their post and will be individually notified by the ADG/Director of Bureau/Head of Field Office, respectively. The notification letter will be accompanied by a list of vacant posts at the same grade level of the post being abolished, and below. Affected staff will also be offered the option of an agreed separation; and will have 5 working days to apply for it, or to opt to be included in the redeployment review.

Redeployment

7. In preparation for the redeployment process, a list of all vacant posts is under preparation, outlining summary functions and basic requirements in terms of education, work experience and language skills.
8. The Redeployment Group is planned to meet after the Executive Board, to review and identify redeployment solutions for staff whose posts are abolished. The Redeployment Group will comprise all ADGs of Sectors, ADG/BSP, ADG/AFR, Director HRM and one Representative from each Staff Association. The Group will be chaired by the DDG.
9. The period for redeployment will be for four months from the notification of the decision of abolition of posts. If at the end of this period, no solution has been identified/or accepted by the staff member, the separation process will be initiated. Separations will occur after the statutory notice period of three months.

Voluntary Mutual Separation Programme

10. Three Voluntary Mutual Separation Programmes were launched since the onset of the financial constraints; in November 2011, September 2013 and March 2014. These Programmes were launched with a view to offering staff who so wish the possibility to leave the Organization, provided it was considered to be in the interest of the Organization. Such departures initially allowed for the freezing of posts to support the cash flow concern; the

latter initiatives allowing for the abolition or redesign of posts, in addition to increasing the number of posts available for redeployment. The package offered was enhanced (based on age and/or the number of years of service), by 15%-30% in November 2011, 30%-50% in September 2013, and by 15%-25% in March 2014. A total of 131 staff accepted an offer of agreed separation through these three Programmes.

Other support measures

11. Measures of special leave without pay, part-time work, job-sharing and inter-agency transfers were encouraged and an Administrative Circular issued in November 2013 to this effect. These measures were intended to meet individual staff needs, whilst at the same time allowing the Organization to make staff costs savings. A total number of 14 staff members availed themselves of these measures.
12. A programme for psychological support to staff has also been established by the Medical Office in HRM. The psychological support team is external and completely anonymous. This service will be effective until November 2014. A team is also in place in HRM to provide counselling and support to staff whose posts are abolished.

2. Statistics on the restructuring and the redeployment process

13. Detailed statistics on the occupied posts proposed for abolition and on vacant posts, which as of the date of this document, are to be considered within the redeployment review, are set out below. Moreover, for complete information, as requested, statistics of the 3 Voluntary Mutual Separation Package initiatives; November 2011, September 2013 and March 2014 are also included.
14. In line with previous statistics provided regarding the impact of regular programme posts abolitions on the regular staffing of the Secretariat and the impact of separations (retirements, resignations etc.) in the last 2 years, on the geographical representation, an update on these is provided in Part V and Part VI.

3. Costs of transition to the 37 C/5 \$507M expenditure plan.

15. The costs of the transition to the 37 C/5 expenditure plan comprise of costs relating to the restructuring process and planned expenditure for the current biennium in excess of the \$507million of assessed contribution receipts anticipated.
16. The costs of the restructuring process are estimated as follows:

Voluntary Mutual Separation Package December 2011 and 2013	\$ 8.4M
Voluntary Mutual Separation Package March 2014	\$ 0.7M
Provision for termination of abolished occupied posts 2014	\$ 9.2M
Salary costs of abolished occupied posts	<u>\$ 10.1M</u>
	<u>\$ 28.4M</u>

17. Of the costs above, \$14.8 million has been already provided as part of the 36 C/5 expenditure (and deficit) and a further \$3 million is funded from sources other than the regular programme.

Other related costs of \$121,236 incurred to date with funding provided:

- For support to sectors/bureaux on the restructuring organizational design and classification;
- For process simplification and organizational design for the EO/AO reform;
- For independent psychological support services for UNESCO employees: Capital Santé

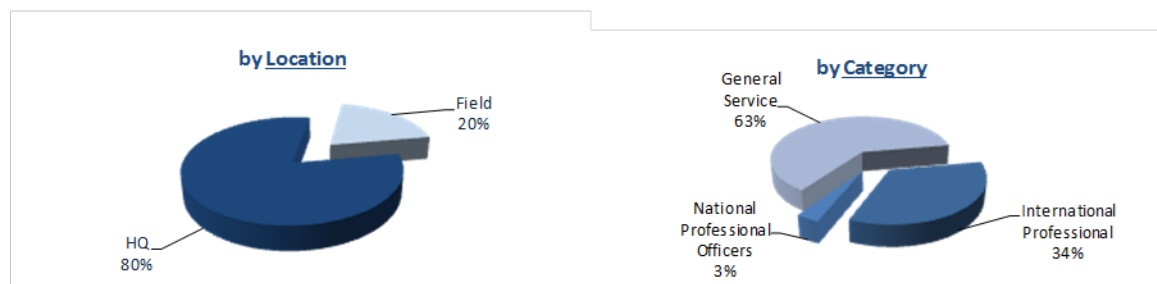
18. In addition, other unfunded costs envisaged in the 37 C/5 staffing/work plans amount to \$12 million: \$8.1 million was already indicated in the 37 C/5 expenditure plan. A review of the field structure in early 2014 has shown that a further \$3.9 million is required in order to preserve capacity to deliver in the field.
19. Between the savings anticipated on currently vacant posts and the \$8.3 million balance of the Emergency Fund, there are sufficient funds to finance the majority of the remaining transition costs for this biennium. Of the \$8.1 million gap originally approved by the General Conference in the \$507 million expenditure plan, \$3.1 million can already be covered from these sources and \$5 million remains to be found in savings and cost reductions in order to end the biennium without a deficit.

RP and EXB

I. OCCUPIED INTERNATIONAL, LOCAL, PROFESSIONAL AND GENERAL SERVICE POSTS PROPOSED FOR ABOLITION AS AT 31 MARCH 2014

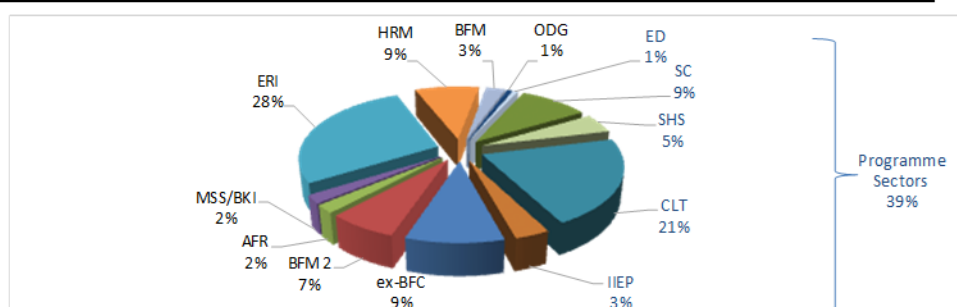
I. 1 : by Category and Location

	HQ	Field	Total
International Professional	47	3	50
National Professional Officers	-	5	5
General Service	71	21	92
Total	118	29	147



I. 2 : by Sector and Location

	Headquarters			Field				Total
	P	G	Sub Total	P	NO	G	Sub Total	
ODG	-	1	1	-	-	-	-	1
ED	-	-	-	-	1	-	1	1
SC	1	11	12	2	-	-	2	14
SHS	5	-	5	-	2	-	2	7
CLT	15	16	31	-	-	-	-	31
IIEP	3	2	5	-	-	-	-	5
ex-BFC	-	-	-	1	2	11	14	14
BFM 2	-	-	-	-	-	10	10	10
AFR	3	-	3	-	-	-	-	3
MSS/BKI	1	2	3	-	-	-	-	3
ERI	16	25	41	-	-	-	-	41
HRM	-	13	13	-	-	-	-	13
BFM	3	1	4	-	-	-	-	4
Total	47	71	118	3	5	21	29	147



I. 3 : by Region in the field

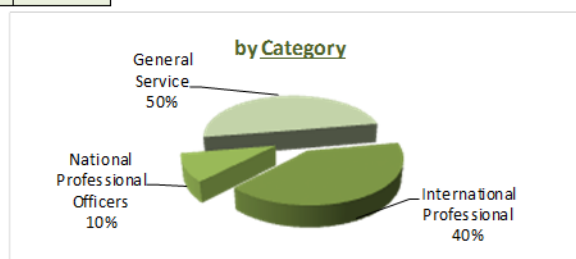
	P	NO	G	Total
AFRICA	-	3	5	8
ARAB STATES	1	-	3	4
ASIA & THE PACIFIC	-	1	8	9
EUROPE & NORTH AMERICA	2	-	-	2
LATIN AMERICA & THE CARIBBEAN	-	1	5	6
Total	3	5	21	29

HQs includes IIEP

II. VACANT POSTS AS AT 31 MARCH 2014

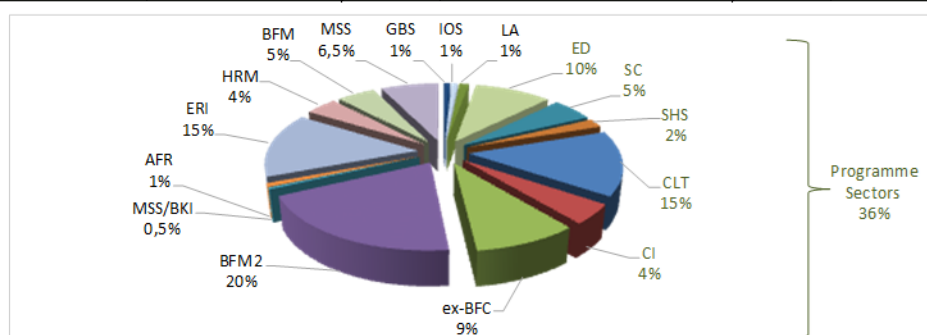
II. 1 : by Category and Location

	HQ	Field	Total
International Professional	61	38	99
National Professional Officers	-	25	25
General Service	65	58	123
Total	126	121	247



II. 2 : by Sector and Location

	Headquarters			Field				Total
	P	G	Sub Total	P	NO	G	Sub Total	
GBS	-	2	2	-	-	-	-	2
IOS	2	-	2	-	-	-	-	2
LA	3	-	3	-	-	-	-	3
ED	1	-	1	11	11	1	23	24
SC	-	7	7	3	3	-	6	13
SHS	3	-	3	2	-	-	2	5
CLT	14	14	28	2	6	-	8	36
CI	-	2	2	3	5	1	9	11
ex-BFC	-	-	-	4	-	19	23	23
BFM 2	-	-	-	12	-	37	49	49
MSS/BKI	-	1	1	-	-	-	-	1
AFR	1	-	1	1	-	-	1	2
ERI	21	15	36	-	-	-	-	36
HRM	1	9	10	-	-	-	-	10
BFM	9	3	12	-	-	-	-	12
MSS	6	12	18	-	-	-	-	18
Total	61	65	126	38	25	58	121	247



II. 3 : by Region in the field

	P	NO	G	Total
AFRICA	15	14	21	50
ARAB STATES	7	2	10	19
ASIA & THE PACIFIC	10	6	15	31
LATIN AMERICA & THE CARIBBEAN	6	3	12	21
Total	38	25	58	121

III. COMPARATIVE TABLE OF OCCUPIED POSTS PROPOSED FOR ABOLITION vs VACANT POSTS IN THE FIELD, BY REGION

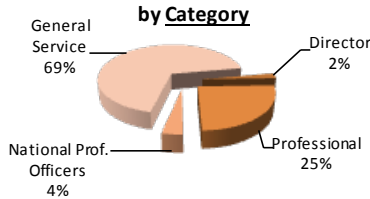
Tentative Table - Draft as at 31/03/2014

	International professional		National Professional Officers		General Service		Total Field	
	Occupied posts proposed for abolition	Vacant posts	Occupied posts proposed for abolition	Vacant posts	Occupied posts proposed for abolition	Vacant posts	Occupied posts proposed for abolition	Vacant posts
AFRICA	-	15	3	14	5	21	8	50
ARAB STATES	1	7	-	2	3	10	4	19
ASIA & THE PACIFIC	-	10	1	6	8	15	9	31
EUROPE & NORTH AM.	2	-	-	-	-	-	2	-
LATIN AM. & CARIBBEAN	-	6	1	3	5	12	6	21
Total	3	38	5	25	21	58	29	121

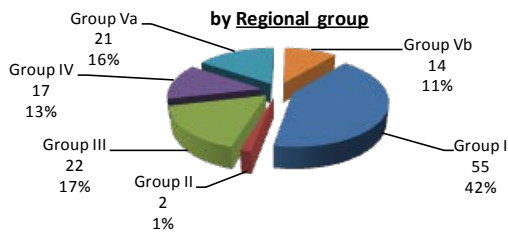
IV. Voluntary Mutual Separation Programme (VMSP)

IV. 1 : Staff who requested and accepted a VMSP

	November 2011			September 2013			March 2014			Total
	HQ	Field	Total	HQ	Field	Total	HQ	Field	Total	
Director	1	-	1	1	-	1	1	-	1	3
Professional	6	3	9	10	10	20	3	1	4	33
International staff	7	3	10	11	10	21	4	1	5	36
National Prof. Officers	-	1	1	-	4	4	-	-	-	5
General Service	18	16	34	25	24	49	3	4	7	90
Local staff	18	17	35	25	28	53	3	4	7	95
Total	25	20	45	36	38	74	7	5	12	131

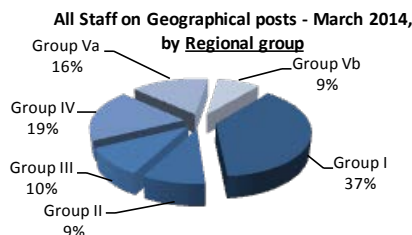
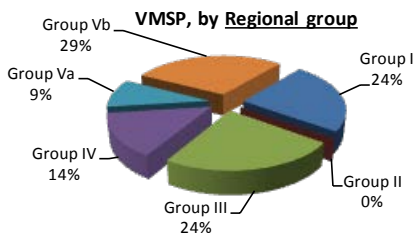


IV. 2 : Staff who requested and accepted a VMSP, by regional group



IV. 3 : Impact of VMSP on geographical representation (international professional on geographical posts only)

	Nov. 2011	Sept. 2013	March 2014	Total VMSP	Total Staff on Geo posts March 2014
Group I	3	2	-	5	240
Group II	-	-	-	-	58
Group III	3	2	-	5	63
Group IV	1	2	-	3	121
Group Va	1	1	-	2	101
Group Vb	-	4	2	6	55
Total	8	11	2	21	638



IV.4 : Cost of the Voluntary Mutual Separation Programme (VMSP)

Amount in KUSS (a)	Regular Program	Other Proprietary Funds	Institutes	Total
	VMSP 2011	2,466	317	469
VMSP 2013	3,959	460	760	5,179
VMSP 2014 (b)	572	58	107	737
Total	6,997	835	1,336	9,168

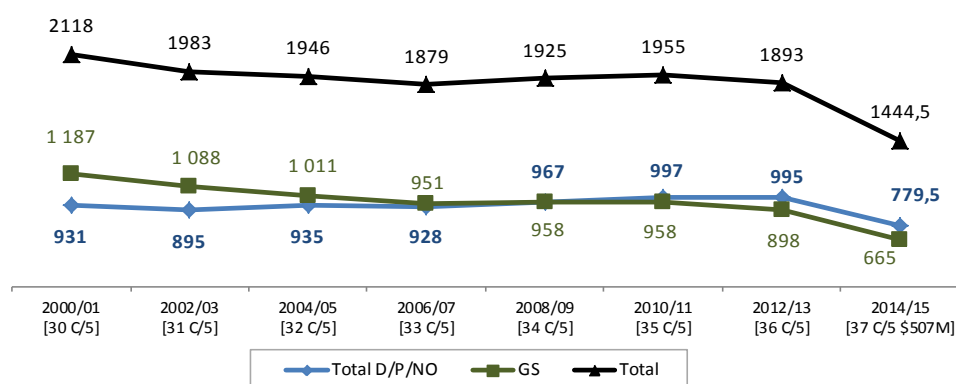
(a) Only Termination indemnities

(b) Estimated amount for 12 people leaving by end of April 2014

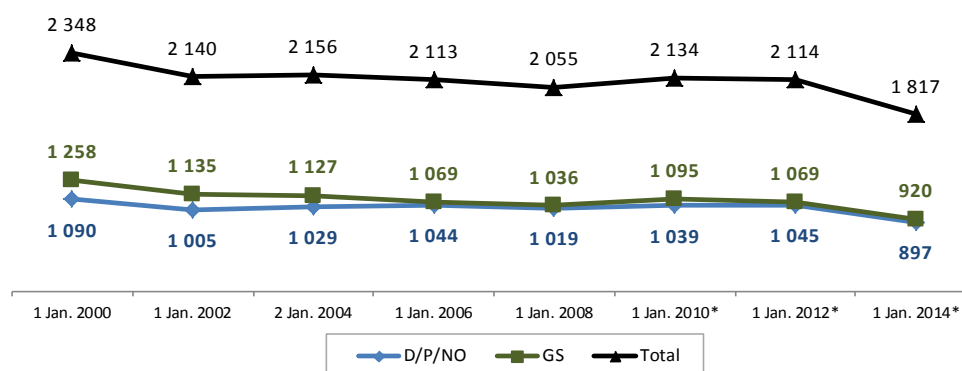
V. EVOLUTION OF RP POSTS - last 13 years -

V. 1 : Evolution of RP POSTS - last 13 years

	2000/01 [30 C/5]	2002/03 [31 C/5]	2004/05 [32 C/5]	2006/07 [33 C/5]	2008/09 [34 C/5]	2010/11 [35 C/5]	2012/13 [36 C/5]	2014/15 [37 C/5 \$507M]	Evolution since 1 Jan.
D & above level	111	103	98	100	103	102	98	78	-30%
P	777	742	787	763	792	814	806	626,5	-19%
NO	43	50	50	65	72	81	91	75	+74%
Total D/P/NO	931	895	935	928	967	997	995	779,5	-16%
GS	1 187	1 088	1 011	951	958	958	898	665	-44%
Total	2118	1983	1946	1879	1925	1955	1893	1444,5	-32%
Ratio GS/Prof.	1,3	1,2	1,1	1,0	1,0	1,0	0,9	0,9	



V. 2: Evolution of STAFF** (RP/EXB posts) - last 13 years



* Since 2010, ICTP is included

** Staff members : fixed-term and indeterminate

VI. SEPARATIONS OF INTERNATIONAL PROFESSIONAL STAFF ON GEOGRAPHICAL POSTS

(1 Jan. 2012 to 31 Dec. 2013)

		2012	2013	TOTAL	Situation March 2014
Group I	Belgium	-	2	2	+
	Canada	-	1	1	+
	Denmark	-	1	1	+
	Finland	-	1	1	=
	France	5	3	8	+
	Germany	1	2	3	=
	Ireland	-	1	1	+
	Italy	-	1	1	+
	Malta	1	-	1	O
	Monaco	-	1	1	O
	Netherlands	1	-	1	=
	Portugal	1	-	1	-
	Spain	2	-	2	+
	Sweden	1	1	2	-
	Switzerland	2	-	2	-
	Turkey	1	-	1	-
United Kingdom of Great Britain and Northern Ireland	3	2	5	=	
United States of America	4	1	5	-	
Total	22	17	39		
Group II	Armenia	1	-	1	-
	Belarus	-	1	1	-
	Bosnia and Herzegovina	1	-	1	-
	Bulgaria	1	-	1	+
	Latvia	-	1	1	=
	Romania	1	-	1	+
	Russian Federation	3	2	5	-
	Slovenia	1	-	1	O
Total	8	4	12		
Group III	Argentina	-	1	1	=
	Barbados	1	-	1	-
	Brazil	2	1	3	-
	Colombia	2	-	2	=
	Mexico	1	1	2	=
	Peru	1	2	3	=
Total	7	5	12		
Group IV	Bhutan	-	1	1	-
	Cambodia	1	1	2	=
	China	1	-	1	-
	Indonesia	-	1	1	-
	Japan	2	2	4	=
	Kyrgyzstan	1	-	1	-
	Malaysia	1	-	1	=
	Maldives	-	1	1	-
	New Zealand	1	1	2	-
	Philippines	-	1	1	=
	Singapore	1	-	1	O
	Sri Lanka	1	-	1	-
	Thailand	-	1	1	-
Tonga	1	-	1	O	
Total	10	9	19		
Group Va	Benin	-	1	1	=
	Burkina Faso	-	1	1	=
	Burundi	-	1	1	=
	Cameroon	1	-	1	+
	Comoros	-	1	1	-
	Congo	-	1	1	=
	Eritrea	1	-	1	-
	Ethiopia	2	1	3	+
	Gambia	1	-	1	=
	Ghana	-	1	1	=
	Guinea	1	-	1	-
	Kenya	-	1	1	-
	Mali	-	2	2	=
	Mauritius	1	1	2	=
	Niger	-	1	1	+
	Senegal	1	5	6	+
	Sierra Leone	1	1	2	-
	South Sudan	-	1	1	O
	Togo	-	1	1	=
Zambia	1	-	1	-	
Zimbabwe	-	1	1	=	
Total	10	21	31		
Group Vb	Algeria	-	1	1	+
	Bahrain	-	1	1	O
	Jordan	-	3	3	=
	Lebanon	2	3	5	+
	Mauritania	-	1	1	=
	Morocco	1	-	1	+
	Sudan	2	-	2	-
	Syrian Arab Republic	-	1	1	=
	Tunisia	1	-	1	+
Total	6	10	16		
TOTAL	63	66	129		

(+) Over-represented ; (=) Normally represented ; (-) Under-represented ; (O) Non-represented