



United Nations
Educational, Scientific and
Cultural Organization

2018-2021

40 C/5

Volume 1

DRAFT RESOLUTIONS

Second biennium 2020-2021



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Preface

The Draft Programme and Budget for 2020-2021 (40 C/5) is the second part of the quadrennial Programme adopted by the General Conference at its 39th session (39 C/5). It will close the cycle of the Organization's Medium-Term Strategy for 2014-2021 (37 C/4).

In keeping with the decision of the Executive Board at its 205th session, draft document 40 C/5 has been drawn up within an integrated budget framework; it presents four budget scenarios, as requested by the Member States. Taking into account the carry forward of \$11 million in unspent regular budget funds under the 38 C/5 expenditure plan as approved by the Executive Board, two scenarios have been identified as the most coherent: these scenarios are based on budgets of respectively \$518 million and \$534.6 million for the regular programme.

UNESCO's added value, which lies primarily in its unique experience and expertise in the areas of its mandate, makes it one of the most capable actors to respond to the challenges of today's world through education, culture, the sciences, communication and information. The budget is a key tool in the implementation of this mandate, to achieve by 2030 the Sustainable Development Goals set by the United Nations, for sustainable peace and development. This draft document (40 C/5) must also fully incorporate the work of the Organization in the reform process initiated by the United Nations Secretary-General.

The repositioning of UNESCO involves first of all reaffirming its core activities: the Organization's mandate, embodied in the various programme sectors, which respond to some of the most pressing issues of our time: the education of girls and women and the most vulnerable; universal access to information and scientific knowledge; promotion of knowledge systems and the diversity of cultural expressions; the safety of journalists; and so many others.

This ambition also requires that our budget can be used for strong initiatives that respond, within the framework of our mandate, to cross-cutting and contemporary challenges, such as our global priorities Africa and gender equality, of course, as well as reflection on the impact of artificial intelligence and the "Revive the Spirit of Mosul" initiative. These initiatives should enable UNESCO to use its mandate in a cross-cutting way, focusing on future challenges.

One of the key thrusts of draft document 40 C/5 is to continue to increase extrabudgetary resources: it aims to increase them by 30%. Between 2017 and 2018, these resources increased from \$246 million to \$314 million as a result of an ambitious partnership strategy that brought us closer to key partners such as the European Union. However, the share of non-earmarked voluntary contributions remains low.

The foundation on which UNESCO is built, however, must be its regular budget from Member States' assessed contributions. The regular budget is essential because it guarantees neutrality and the universal reach of the mandate.

This situation gives cause for concern. With a steady decrease in Member States' assessed contributions over the past several years, UNESCO has lost 39% of its budget in real terms in 17 years, and more than 30% in the last six years, between documents 36 C/5 and 39 C/5. In addition, to finance the establishment of the resident coordinators, the United Nations development system is requesting the doubling of UNESCO's structural contribution, which represents an additional \$4.5 million at least per biennium. The

Organization also has to face other budgetary challenges: statutory increases in staff costs, compensation for inflation, and necessary technical adjustments, such as the upgrading of security in the field.

It is the consideration of all these irreducible expenses that is reflected in the proposed budget of \$534.6 million. This scenario alone ensures that the programme will be maintained at its current level between documents 39 C/5 and 40 C/5.

We must also open a discussion on the issue of investment, which has so far been absent from the budget documents. We must now consider establishing a master investment plan for the next 10 years, which will enable the long-term planning of and response to the Organization's future obligations in terms of capital. The main areas concerned by this capital expenditure are known: information and communication technologies, physical security and cyber security. Investment in these areas is needed to reduce the risks and vulnerabilities of our current environment and to ensure the safety of delegates and staff; it is also needed to ensure the upkeep of the Organization's physical infrastructure in order to avoid incurring the significant costs of repairing deteriorated and poorly maintained structures.

The Organization's central services must also be funded. UNESCO's support functions are an integral part of our programmes. Good communication is a decisive factor in the success of a project, and a positive image of the Organization helps to attract more extrabudgetary resources; administrative efficiency is essential for the implementation of effective action. Central services, however, have been particularly affected in recent years. Since the budget crisis began in 2011, one third of the posts in the central services have been cut. At the same time, this revaluation of the work of central services must be accompanied by the Organization's efforts to ensure greater efficiency. This is the challenge posed by the modernization of the Organization within the framework of the strategic transformation and, in particular, by the creation of a new Sector for Administration and Management.

The strengthening of UNESCO's role in the implementation of the 2030 Agenda, programme quality and impact, UNESCO's integration in the United Nations reform process, and the continuity of its action in the service of its Member States and the international community all depend on appropriate funding.

It is for these reasons that the scenario of a \$534.6 million budget, which would also be part of the generally favourable framework of a new scale for Member States' assessed contributions, seems the most coherent. This scenario will enable UNESCO to consolidate its gains by achieving the objectives set in 2014 in the Medium-Term Strategy for 2014-2021 (37 C/4), while also giving the Organization renewed impetus, strengthening its programmes and institutional systems, and thus providing a solid basis for the Medium-Term Strategy for 2022-2029 (41 C/4).

Draft Appropriation Resolution



Draft Appropriation Resolution for 2020-2021

Appropriation Resolution for 2020-2021

Integrated budget based on the Appropriated Regular Programme Budget of \$507 million

The General Conference, at its 40th session, resolves that:

- For the financial period 2020-2021, the integrated budget framework of \$1,301,468,300 including all sources of funds shall be allocated as follows:

For the integrated budget framework which includes
the appropriated regular programme budget of \$507,000,000

Appropriation Line

	\$
PART I – GENERAL POLICY AND DIRECTION	
A. Governing bodies	10 645 500
B. Direction (including Directorate, Internal Oversight, International Standards and Legal Affairs, and Ethics office)	22 252 800
C. Participation in the Joint Machinery of the United Nations System	23 155 400
TOTAL, PART I	56 053 700
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES	
A. Programmes	
Major Programm I – Education	440 564 200
Major Programme II – Natural Sciences	154 313 100
Intergovernmental Oceanographic Commission	26 036 400
Major Programme III – Social and Human Sciences	67 210 800
Major Programm IV – Culture	218 883 100
Major Programme V – Communication and Information	50 211 500
UNESCO Institute for Statistics	29 013 600
Management of Field Offices	89 762 400
Supplementary funding for the Field Network Reform	–
Total, Part II.A	1 075 995 100
B. Programme-related services	
1. Sector for Priority Africa and External Relations	16 862 400
2. Coordination and monitoring of action to implement Gender Equality	1 916 300
3. Strategic planning	11 592 400
4. Public information	13 522 800
Total, Part II.B	43 893 900
C. Participation Programme and Fellowships	13 448 000
TOTAL, PART II	1 133 337 000
PART III – CORPORATE SERVICES	
Sector for Administration and Management (including Office of the ADG, Human resources management, Financial management, Management of support services, Organization-wide knowledge management, ICT infrastructure and operations, and Management of security and safety)	140 344 800
TOTAL, PART III	140 344 800
TOTAL, PARTS I-III	1 329 735 500

Appropriation Line	
Reserve for Staffing Adjustments	\$ 1 000 000
Reserve for After Service Health Insurance longterm liability (ASHI)	3 314 800
PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING	3 366 300
PART V – RESERVE FOR ANTICIPATED COST INCREASES AND CONTINGENCIES	4 785 300
TOTAL, Parts I-V	1 342 201 900
Offsetting related to management costs recovery from voluntary contributions	(28 374 400)
Offsetting related to the estimated internal charge back for Revenue-generating Funds	(12 359 200)
NET TOTAL BUDGET	1 301 468 300

2. The above-mentioned integrated budget framework shall be financed as follows:
 - (a) by an appropriated regular programme budget amounting to \$507 million, consisting of assessments on Member States;
 - (b) by extrabudgetary funds amounting to \$794,468,300 consisting of the funds from the Special Account for Management Costs, revenue-generating funds and voluntary contributions, on the understanding that the amounts for these extrabudgetary funds are provisional and are to be funded by resource mobilization in alignment with document 40 C/5.

Assessment on Member States

3. In accordance with paragraphs (1) and (2) above, the appropriations authorized to the regular programme budget shall be financed by an assessment on Member States of \$507 million.

Additional appropriations to the regular programme budget

4. The Director-General is authorized to accept and add to the appropriation of the regular programme budget approved under paragraph (2) above, voluntary contributions, donations, gifts, bequests and subventions, and contributions from governments taking into account the provisions of Article 7.3 of the Financial Regulations and in alignment with document 40 C/5. The Director-General shall provide information thereon to the Executive Board in writing at the session following such action. Further, the Director-General is authorized to carry forward any unspent balance of such additional appropriations to the following budget period.

Budgetary commitments

5. With regard to the appropriated regular programme budget, the Director-General is authorized to enter into commitments during the financial period 1 January 2020 to 31 December 2021, as follows:
 - (a) within the limit of the amounts authorized under paragraph (2) (a) above for the expected income of \$507 million;
 - (b) the budgetary commitments relating to the 40 C/5 regular programme budget (2020-2021) made before 31 December 2021 to be delivered in the subsequent calendar year (2022) shall, in accordance with Article 4 of the Financial Regulations, remain available and valid during that calendar year (2022).
6. With regard to extrabudgetary programmes, the Director-General is authorized to receive funds, other than from Member States' assessed contributions, in order to implement programmes and projects consistent with the aims, policies and activities of the Organization in alignment with document 40 C/5, and to incur

obligations and make payments in respect of such activities in accordance with the rules and regulations of the Organization and the agreements made with funding sources.

Budget adjustments and transfers between appropriation lines

7. In relation to the Appropriated Regular Programme Budget:
 - (a) With the prior approval of the Executive Board, the Director-General is authorized to make budget transfers from Part V of the regular programme budget (Provision for Anticipated Cost Increases and Contingencies) to the relevant appropriation lines in Parts I-IV of the budget, for the purpose of meeting increases in staff costs, in the costs of goods and services and technical adjustments, as well as additional requirements that may arise during the financial period 2020-2021.
 - (b) The Director-General may make transfers between appropriation lines related to the regular programme budget up to an amount of 5% of the initial appropriated regular programme budget from which the transfers are made. The Director-General shall inform the Executive Board, in writing at the session following such action, of the details and reasons for these transfers. This modality will be applied, in particular, in order to provide adequate flexibility to implement activities of an intersectoral nature. If such transfers entail an outgoing amount exceeding 5% of the initial appropriated regular programme budget, the Director-General shall obtain prior approval of the Executive Board.
8. In relation to the Special Account for Management Costs, the Director-General is authorized to:
 - (a) transfer to the Special Account for Management Costs such amounts approved by the General Conference for management costs under the regular programme budget of the Organization;
 - (b) make budget transfers from Part V to the Special Account on Management Costs to the extent such transfers relate to these management functions;
 - (c) make budget increases of up to 2% of the total amount of the approved management costs budget, informing the Executive Board in writing, at the session following such action, of the details and reasons for such increases. If such increases exceed 2%, the Director-General shall obtain prior approval of the Executive Board.

Staff

9. The established posts by grade foreseen for the 2020-2021 biennium are summarized in Annex II of document 40 C/5. The Director-General shall present to the Executive Board for prior approval any change to this annex in respect of the total number of posts of grade D-1 and above.
10. In accordance with their specific statutes and regulations, posts may be established at the UNESCO International Bureau of Education (IBE), the UNESCO International Institute for Educational Planning (IIEP), the UNESCO Institute for Lifelong Learning (UIL), the UNESCO Institute for Information Technologies in Education (IITE), the UNESCO International Institute for Capacity-Building in Africa (IICBA), the UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC), the Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP), the International Centre for Theoretical Physics (ICTP) and the UNESCO Institute for Statistics (UIS). These posts are not included in the table set out in Annex II of document 40 C/5.

Currency fluctuation

11. The estimates for the regular programme budget have been calculated at the exchange rate of one United States dollar to 0.869 euro. The income and expenditure incurred in euros against the budget will be recorded using the United Nations Operational Rate of Exchange (UNORE). Differences arising from using two different bases for the budget and accounts will be outlined in reconciliation/ comparison reports of the financial statements.

Appropriation Resolution for 2020-2021

Integrated budget based on the Appropriated Regular Programme Budget of \$518 million

The General Conference, at its 40th session, resolves that:

- For the financial period 2020-2021, the integrated budget framework of \$1,312,468,300 including all sources of funds shall be allocated as follows:

**For the integrated budget framework which includes
the appropriated regular programme budget of \$518,000,000**

Appropriation Line	\$
PART I – GENERAL POLICY AND DIRECTION	
A. Governing bodies	10 645 500
B. Direction (including Directorate, Internal Oversight, International Standards and Legal Affairs, and Ethics office)	22 252 800
C. Participation in the Joint Machinery of the United Nations System	23 155 400
TOTAL, PART I	56 053 700
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES	
A. Programmes	
Major Programm I – Education	444 421 100
Major Programme II – Natural Sciences	156 107 600
Intergovernmental Oceanographic Commission	26 536 300
Major Programme III – Social and Human Sciences	68 401 900
Major Programm IV – Culture	221 036 800
Major Programme V – Communication and Information	51 342 600
UNESCO Institute for Statistics	29 393 800
Management of Field Offices	89 762 400
Supplementary funding for the Field Network Reform	–
Total, Part II.A	1 087 002 500
B. Programme-related services	
1. Sector for Priority Africa and External Relations	16 862 400
2. Coordination and monitoring of action to implement Gender Equality	1 916 300
3. Strategic planning	11 592 400
4. Public information	13 522 800
Total, Part II.B	43 893 900
C. Participation Programme and Fellowships	13 448 000
TOTAL, PART II	1 144 344 400
PART III – CORPORATE SERVICES	
Sector for Administration and Management (including Office of the ADG, Human resources management, Financial management, Management of support services, Organization-wide knowledge management, ICT infrastructure and operations, and Management of security and safety)	140 344 800
TOTAL, PART III	140 344 800
TOTAL, PARTS I-III	1 340 742 900
Reserve for Staffing Adjustments	1 000 000
Reserve for After Service Health Insurance longterm liability (ASHI)	3 314 800
PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING	3 366 300
PART V – RESERVE FOR ANTICIPATED COST INCREASES AND CONTINGENCIES	4 777 900
TOTAL, Parts I-V	1 353 201 900
Offsetting related to management costs recovery from voluntary contributions	(28 374 400)
Offsetting related to the estimated internal charge back for Revenue-generating Funds	(12 359 200)
NET TOTAL BUDGET	1 312 468 300

2. The above-mentioned integrated budget framework shall be financed as follows:
 - (a) by an appropriated regular programme budget amounting to \$518 million, consisting of:
 - (i) assessments on Member States of \$507 million;
 - (ii) an additional appropriation of \$11 million funded from the unspent balance of the 38 C/5 regular budget;
 - (b) by extrabudgetary funds amounting to \$794,468,300 consisting of the funds from the Special Account for Management Costs, revenue-generating funds and voluntary contributions, on the understanding that the amounts for these extrabudgetary funds are provisional and are to be funded by resource mobilization in alignment with document 40 C/5.

Assessment on Member States

3. In accordance with paragraphs (1) and (2) above, the appropriations authorized to the regular programme budget shall be financed by an assessment on Member States of \$507 million.
4. On an exceptional basis, the relevant provisions of Article 5.1 of the Financial Regulations shall be suspended for a two-year period commencing 1 January 2020 due to the need to fund part of the appropriated regular programme budget from the unspent funds of the 38 C/5 regular budget, as stated in paragraph (2) (a) (ii) above.

Additional appropriations to the regular programme budget

5. The Director-General is authorized to accept and add to the appropriation of the regular programme budget approved under paragraph (2) above, voluntary contributions, including those referred to in paragraph (2) (a) (ii) above, donations, gifts, bequests and subventions, and contributions from governments taking into account the provisions of Article 7.3 of the Financial Regulations and in alignment with document 40 C/5. The Director-General shall provide information thereon to the Executive Board in writing at the session following such action. Further, the Director-General is authorized to carry forward any unspent balance of such additional appropriations to the following budget period.

Budgetary commitments

6. With regard to the appropriated regular programme budget, the Director-General is authorized to enter into commitments during the financial period 1 January 2020 to 31 December 2021, as follows:
 - (a) within the limit of the amounts authorized under paragraph (2) (a) above for the expected income of \$518 million;
 - (b) the budgetary commitments relating to the 40 C/5 regular programme budget (2020-2021) made before 31 December 2021 to be delivered in the subsequent calendar year (2022) shall, in accordance with Article 4 of the Financial Regulations, remain available and valid during that calendar year (2022).
7. With regard to extrabudgetary programmes, the Director-General is authorized to receive funds, other than from Member States' assessed contributions, in order to implement programmes and projects consistent with the aims, policies and activities of the Organization in alignment with document 40 C/5, and to incur obligations and make payments in respect of such activities in accordance with the rules and regulations of the Organization and the agreements made with funding sources.

Budget adjustments and transfers between appropriation lines

8. In relation to the Appropriated Regular Programme Budget:
 - (a) With the prior approval of the Executive Board, the Director-General is authorized to make budget transfers from Part V of the regular programme budget (Provision for Anticipated Cost Increases and Contingencies) to the relevant appropriation lines in Parts I-IV of the budget, for the purpose of meeting increases in staff costs, in the costs of goods and services and technical adjustments, as well as additional requirements that may arise during the financial period 2020-2021.
 - (b) The Director-General may make transfers between appropriation lines related to the regular programme budget up to an amount of 5% of the initial appropriated regular programme budget from which the transfers are made. The Director-General shall inform the Executive Board, in writing at the session following such action, of the details and reasons for these transfers. This modality will be applied, in particular, in order to provide adequate flexibility to implement activities of an intersectoral nature. If such transfers entail an outgoing amount exceeding 5% of the initial appropriated regular programme budget, the Director-General shall obtain prior approval of the Executive Board.
9. In relation to the Special Account for Management Costs, the Director-General is authorized to:
 - (a) transfer to the Special Account for Management Costs such amounts approved by the General Conference for management costs under the regular programme budget of the Organization;
 - (b) make budget transfers from Part V to the Special Account on Management Costs to the extent such transfers relate to these management functions;
 - (c) make budget increases of up to 2% of the total amount of the approved management costs budget, informing the Executive Board in writing, at the session following such action, of the details and reasons for such increases. If such increases exceed 2%, the Director-General shall obtain prior approval of the Executive Board.

Staff

10. The established posts by grade foreseen for the 2020-2021 biennium are summarized in Annex II of document 40 C/5. The Director-General shall present to the Executive Board for prior approval any change to this annex in respect of the total number of posts of grade D-1 and above.
11. In accordance with their specific statutes and regulations, posts may be established at the UNESCO International Bureau of Education (IBE), the UNESCO International Institute for Educational Planning (IIEP), the UNESCO Institute for Lifelong Learning (UIL), the UNESCO Institute for Information Technologies in Education (IITE), the UNESCO International Institute for Capacity-Building in Africa (IICBA), the UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC), the Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP), the International Centre for Theoretical Physics (ICTP) and the UNESCO Institute for Statistics (UIS). These posts are not included in the table set out in Annex II of document 40 C/5.

Currency fluctuation

12. The estimates for the regular programme budget have been calculated at the exchange rate of one United States dollar to 0.869 euro. The income and expenditure incurred in euros against the budget will be recorded using the United Nations Operational Rate of Exchange (UNORE). Differences arising from using two different bases for the budget and accounts will be outlined in reconciliation/ comparison reports of the financial statements.

Appropriation Resolution for 2020-2021

Integrated budget based on the Appropriated Regular Programme Budget of \$523.6 million

The General Conference, at its 40th session, resolves that:

- For the financial period 2020-2021, the integrated budget framework of \$1,318,115,300 including all sources of funds shall be allocated as follows:

For the integrated budget framework which includes the appropriated regular programme budget of \$523,647,000

Appropriation Line	\$
PART I – GENERAL POLICY AND DIRECTION	
A. Governing bodies	10 645 500
B. Direction (including Directorate, Internal Oversight, International Standards and Legal Affairs, and Ethics office)	22 252 800
C. Participation in the Joint Machinery of the United Nations System	27 726 800
TOTAL, PART I	60 625 100
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES	
A. Programmes	
Major Programm I – Education	444 421 100
Major Programme II – Natural Sciences	156 107 600
Intergovernmental Oceanographic Commission	26 536 300
Major Programme III – Social and Human Sciences	68 401 900
Major Programm IV – Culture	221 036 800
Major Programme V – Communication and Information	51 342 600
UNESCO Institute for Statistics	29 393 800
Management of Field Offices	89 762 400
Supplementary funding for the Field Network Reform	–
Total, Part II.A	1 087 002 500
B. Programme-related services	
1. Sector for Priority Africa and External Relations	16 862 400
2. Coordination and monitoring of action to implement Gender Equality	1 916 300
3. Strategic planning	11 592 400
4. Public information	13 522 800
Total, Part II.B	43 893 900
C. Participation Programme and Fellowships	13 448 000
TOTAL, PART II	1 144 344 400
PART III – CORPORATE SERVICES	
Sector for Administration and Management (including Office of the ADG, Human resources management, Financial management, Management of support services, Organization-wide knowledge management, ICT infrastructure and operations, and Management of security and safety)	140 344 800
TOTAL, PART III	140 344 800
TOTAL, PARTS I-III	1 345 314 300
Reserve for Staffing Adjustments	1 000 000
Reserve for After Service Health Insurance longterm liability (ASHI)	3 314 800
PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING	4 747 300
PART V – RESERVE FOR ANTICIPATED COST INCREASES AND CONTINGENCIES	4 472 500
TOTAL, Parts I-V	1 358 848 900
Offsetting related to management costs recovery from voluntary contributions	(28 374 400)
Offsetting related to the estimated internal charge back for Revenue-generating Funds	(12 359 200)
NET TOTAL BUDGET	1 318 115 300

2. The above-mentioned integrated budget framework shall be financed as follows:
 - (a) by an appropriated regular programme budget amounting to \$523,647,000, consisting of:
 - (b) by extrabudgetary funds amounting to \$794,468,300 consisting of the funds from the Special Account for Management Costs, revenue-generating funds and voluntary contributions, on the understanding that the amounts for these extrabudgetary funds are provisional and are to be funded by resource mobilization in alignment with document 40 C/5.

Assessment on Member States

3. In accordance with paragraphs (1) and (2) above, the appropriations authorized to the regular programme budget shall be financed by an assessment on Member States of \$523,647,000.

Additional appropriations to the regular programme budget

4. The Director-General is authorized to accept and add to the appropriation of the regular programme budget approved under paragraph (2) above, voluntary contributions, donations, gifts, bequests and subventions, and contributions from governments taking into account the provisions of Article 7.3 of the Financial Regulations and in alignment with document 40 C/5. The Director-General shall provide information thereon to the Executive Board in writing at the session following such action. Further, the Director-General is authorized to carry forward any unspent balance of such additional appropriations to the following budget period.

Budgetary commitments

5. With regard to the appropriated regular programme budget, the Director-General is authorized to enter into commitments during the financial period 1 January 2020 to 31 December 2021, as follows:
 - (a) within the limit of the amounts authorized under paragraph (2) (a) above for the expected income of \$523,647,000;
 - (b) the budgetary commitments relating to the 40 C/5 regular programme budget (2020-2021) made before 31 December 2021 to be delivered in the subsequent calendar year (2022) shall, in accordance with Article 4 of the Financial Regulations, remain available and valid during that calendar year (2022).
6. With regard to extrabudgetary programmes, the Director-General is authorized to receive funds, other than from Member States' assessed contributions, in order to implement programmes and projects consistent with the aims, policies and activities of the Organization in alignment with document 40 C/5, and to incur obligations and make payments in respect of such activities in accordance with the rules and regulations of the Organization and the agreements made with funding sources.

Budget adjustments and transfers between appropriation lines

7. In relation to the Appropriated Regular Programme Budget:
 - (a) With the prior approval of the Executive Board, the Director-General is authorized to make budget transfers from Part V of the regular programme budget (Provision for Anticipated Cost Increases and Contingencies) to the relevant appropriation lines in Parts I-IV of the budget, for the purpose of meeting increases in staff costs, in the costs of goods and services and technical adjustments, as well as additional requirements that may arise during the financial period 2020-2021.

- (b) The Director-General may make transfers between appropriation lines related to the regular programme budget up to an amount of 5% of the initial appropriated regular programme budget from which the transfers are made. The Director-General shall inform the Executive Board, in writing at the session following such action, of the details and reasons for these transfers. This modality will be applied, in particular, in order to provide adequate flexibility to implement activities of an intersectoral nature. If such transfers entail an outgoing amount exceeding 5% of the initial appropriated regular programme budget, the Director-General shall obtain prior approval of the Executive Board.
8. In relation to the Special Account for Management Costs, the Director-General is authorized to:
- (a) transfer to the Special Account for Management Costs such amounts approved by the General Conference for management costs under the regular programme budget of the Organization;
 - (b) make budget transfers from Part V to the Special Account on Management Costs to the extent such transfers relate to these management functions;
 - (c) make budget increases of up to 2% of the total amount of the approved management costs budget, informing the Executive Board in writing, at the session following such action, of the details and reasons for such increases. If such increases exceed 2%, the Director-General shall obtain prior approval of the Executive Board.

Staff

9. The established posts by grade foreseen for the 2020-2021 biennium are summarized in Annex II of document 40 C/5. The Director-General shall present to the Executive Board for prior approval any change to this annex in respect of the total number of posts of grade D-1 and above.
10. In accordance with their specific statutes and regulations, posts may be established at the UNESCO International Bureau of Education (IBE), the UNESCO International Institute for Educational Planning (IIEP), the UNESCO Institute for Lifelong Learning (UIL), the UNESCO Institute for Information Technologies in Education (IITE), the UNESCO International Institute for Capacity-Building in Africa (IICBA), the UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC), the Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP), the International Centre for Theoretical Physics (ICTP) and the UNESCO Institute for Statistics (UIS). These posts are not included in the table set out in Annex II of document 40 C/5.

Currency fluctuation

11. The estimates for the regular programme budget have been calculated at the exchange rate of one United States dollar to 0.869 euro. The income and expenditure incurred in euros against the budget will be recorded using the United Nations Operational Rate of Exchange (UNORE). Differences arising from using two different bases for the budget and accounts will be outlined in reconciliation/ comparison reports of the financial statements.

Appropriation Resolution for 2020-2021

Integrated budget based on the Appropriated Regular Programme Budget of \$534.6 million

The General Conference, at its 40th session, resolves that:

- For the financial period 2020-2021, the integrated budget framework of \$1,329,115,300 including all sources of funds shall be allocated as follows:

**For the integrated budget framework which includes
the appropriated regular programme budget of \$534,647,000**

Appropriation Line	\$
PART I – GENERAL POLICY AND DIRECTION	
A. Governing bodies	10 687 300
B. Direction <i>(including Directorate, Internal Oversight, International Standards and Legal Affairs, and Ethics office)</i>	22 513 100
C. Participation in the Joint Machinery of the United Nations System	27 726 800
TOTAL, PART I	60 927 200
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES	
A. Programmes	
Major Programm I – Education	446 730 800
Major Programme II – Natural Sciences	157 182 300
Intergovernmental Oceanographic Commission	26 835 700
Major Programme III – Social and Human Sciences	69 115 200
Major Programm IV – Culture	221 626 600
Major Programme V – Communication and Information	52 019 700
UNESCO Institute for Statistics	29 621 700
Management of Field Offices	91 518 900
Supplementary funding for the Field Network Reform	500 000
Total, Part II.A	1 095 150 900
B. Programme-related services	
1. Sector for Priority Africa and External Relations	16 928 000
2. Coordination and monitoring of action to implement Gender Equality	1 924 300
3. Strategic planning	11 592 400
4. Public information	13 560 100
Total, Part II.B	44 004 800
C. Participation Programme and Fellowships	13 503 800
TOTAL, PART II	1 152 659 500
PART III – CORPORATE SERVICES	
Sector for Administration and Management <i>(including Office of the ADG, Human resources management, Financial management, Management of support services, Organization-wide knowledge management, ICT infrastructure and operations, and Management of security and safety)</i>	142 698 500
TOTAL, PART III	142 698 500
TOTAL, PARTS I-III	1 356 285 200
Reserve for Staffing Adjustments	1 000 000
Reserve for After Service Health Insurance longterm liability (ASHI)	3 325 300
PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING	4 747 300
PART V – RESERVE FOR ANTICIPATED COST INCREASES AND CONTINGENCIES	4 491 100
TOTAL, Parts I-V	1 369 848 900
Offsetting related to management costs recovery from voluntary contributions	(28 374 400)
Offsetting related to the estimated internal charge back for Revenue-generating Funds	(12 359 200)
NET TOTAL BUDGET	1 329 115 300

2. The above-mentioned integrated budget framework shall be financed as follows:
 - (a) by an appropriated regular programme budget amounting to \$534,647,000, consisting of:
 - (i) assessments on Member States of \$523,647,000 million;
 - (ii) an additional appropriation of \$11 million funded from the unspent balance of the 38 C/5 regular budget;
 - (b) by extrabudgetary funds amounting to \$794,468,300 consisting of the funds from the Special Account for Management Costs, revenue-generating funds and voluntary contributions, on the understanding that the amounts for these extrabudgetary funds are provisional and are to be funded by resource mobilization in alignment with document 40 C/5.

Assessment on Member States

3. In accordance with paragraphs (1) and (2) above, the appropriations authorized to the regular programme budget shall be financed by an assessment on Member States of \$523,647,000.
4. On an exceptional basis, the relevant provisions of Article 5.1 of the Financial Regulations shall be suspended for a two-year period commencing 1 January 2020 due to the need to fund part of the appropriated regular programme budget from the unspent funds of the 38 C/5 regular budget, as stated in paragraph (2) (a) (ii) above.

Additional appropriations to the regular programme budget

5. The Director-General is authorized to accept and add to the appropriation of the regular programme budget approved under paragraph (2) above, voluntary contributions, including those referred to in paragraph (2) (a) (ii) above, donations, gifts, bequests and subventions, and contributions from governments taking into account the provisions of Article 7.3 of the Financial Regulations and in alignment with document 40 C/5. The Director-General shall provide information thereon to the Executive Board in writing at the session following such action. Further, the Director-General is authorized to carry forward any unspent balance of such additional appropriations to the following budget period.

Budgetary commitments

6. With regard to the appropriated regular programme budget, the Director-General is authorized to enter into commitments during the financial period 1 January 2020 to 31 December 2021, as follows:
 - (a) within the limit of the amounts authorized under paragraph (2) (a) above for the expected income of \$534,647,000;
 - (b) the budgetary commitments relating to the 40 C/5 regular programme budget (2020-2021) made before 31 December 2021 to be delivered in the subsequent calendar year (2022) shall, in accordance with Article 4 of the Financial Regulations, remain available and valid during that calendar year (2022).
7. With regard to extrabudgetary programmes, the Director-General is authorized to receive funds, other than from Member States' assessed contributions, in order to implement programmes and projects consistent with the aims, policies and activities of the Organization in alignment with document 40 C/5, and to incur obligations and make payments in respect of such activities in accordance with the rules and regulations of the Organization and the agreements made with funding sources.

Budget adjustments and transfers between appropriation lines

8. In relation to the Appropriated Regular Programme Budget:
 - (a) With the prior approval of the Executive Board, the Director-General is authorized to make budget transfers from Part V of the regular programme budget (Provision for Anticipated Cost Increases and Contingencies) to the relevant appropriation lines in Parts I-IV of the budget, for the purpose of meeting increases in staff costs, in the costs of goods and services and technical adjustments, as well as additional requirements that may arise during the financial period 2020-2021.
 - (b) The Director-General may make transfers between appropriation lines related to the regular programme budget up to an amount of 5% of the initial appropriated regular programme budget from which the transfers are made. The Director-General shall inform the Executive Board, in writing at the session following such action, of the details and reasons for these transfers. This modality will be applied, in particular, in order to provide adequate flexibility to implement activities of an intersectoral nature. If such transfers entail an outgoing amount exceeding 5% of the initial appropriated regular programme budget, the Director-General shall obtain prior approval of the Executive Board.
9. In relation to the Special Account for Management Costs, the Director-General is authorized to:
 - (a) transfer to the Special Account for Management Costs such amounts approved by the General Conference for management costs under the regular programme budget of the Organization;
 - (b) make budget transfers from Part V to the Special Account on Management Costs to the extent such transfers relate to these management functions;
 - (c) make budget increases of up to 2% of the total amount of the approved management costs budget, informing the Executive Board in writing, at the session following such action, of the details and reasons for such increases. If such increases exceed 2%, the Director-General shall obtain prior approval of the Executive Board.

Staff

10. The established posts by grade foreseen for the 2020-2021 biennium are summarized in Annex II of document 40 C/5. The Director-General shall present to the Executive Board for prior approval any change to this annex in respect of the total number of posts of grade D-1 and above.
11. In accordance with their specific statutes and regulations, posts may be established at the UNESCO International Bureau of Education (IBE), the UNESCO International Institute for Educational Planning (IIEP), the UNESCO Institute for Lifelong Learning (UIL), the UNESCO Institute for Information Technologies in Education (IITE), the UNESCO International Institute for Capacity-Building in Africa (IICBA), the UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC), the Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP), the International Centre for Theoretical Physics (ICTP) and the UNESCO Institute for Statistics (UIS). These posts are not included in the table set out in Annex II of document 40 C/5.

Currency fluctuation

12. The estimates for the regular programme budget have been calculated at the exchange rate of one United States dollar to 0.869 euro. The income and expenditure incurred in euros against the budget will be recorded using the United Nations Operational Rate of Exchange (UNORE). Differences arising from using two different bases for the budget and accounts will be outlined in reconciliation/ comparison reports of the financial statements.

Draft Resolutions



General Policy and Direction

00100

Draft resolution for General Policy and Direction

The General Conference,

1. *Authorizes* the Director-General:

- (a) to continue implementing during the period 2020-2021 the following plan of action for General Policy and Direction in order to:
 - (i) organize in the most cost-effective manner the 40th and 41st sessions of the General Conference (October-November 2019 and 2021) and eight to ten ordinary sessions of the Executive Board;
 - (ii) provide for the functioning of the Directorate and Executive Office of the Director-General and the chapters comprising the Direction of the Organization;
 - (iii) contribute to the running costs of the joint machinery of the United Nations system;
- (b) to allocate for this purpose, for the period 2020-2021, the integrated budget amount under all sources of funds of:
 - In the case of the budget scenario which includes the regular budget of \$507 million or \$518 million: \$56,053,700;
 - In the case of the budget scenario which includes the regular budget of \$523.6 million: \$60,625,100;
 - In the case of the budget scenario which includes the regular budget of \$534.6 million: \$60,927,200;

2. *Requests* the Director-General:

- (a) to report periodically to the governing bodies, in statutory reports, on the execution of the programme adopted by the General Conference and the achievement of the following expected results:

Governing bodies

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

Directorate and Executive Office

- (3) UNESCO's relevance and impact sustained through strategic leadership and effective engagement with Member States and stakeholders;

Internal oversight

- (4) UNESCO's governance, control and risk management practices enhanced so as to enable the systematic achievement of approved objectives, improve delivery and increase confidence in the Organization, through relevant audit and advisory recommendations;
- (5) Evidence-based decision-making, organizational learning, accountability for results and programme effectiveness enhanced through the use of evaluation findings and the implementation of recommendations arising therefrom;
- (6) Accountability and adherence to UNESCO's rules and regulations strengthened ;

International standards and legal affairs

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

Ethics

- (8) Support provided to the Organization in establishing and maintaining an ethical working environment.

01000

Draft resolution for Major Programme I – Education

The General Conference,

1. *Authorizes* the Director-General:

- (a) to continue implementing during the period 2020-2021 the plan of action for Major Programme I (as adopted by means of 39 C/Resolution 2), structured around the following three strategic objectives, and corresponding to two main lines of action, guided by the Sustainable Development Goals (SDGs), and in particular the SDG 4-Education 2030 agenda to “ensure inclusive and equitable quality education and promote lifelong learning opportunities for all”; to support countries in the implementation of the SDG 4-Education 2030 agenda; and to fulfil UNESCO’s mandate as entrusted to it by the international community to lead the coordination of the agenda and review/monitor progress towards the internationally agreed upon sustainable development goal (SDG) on education;
- (b) to contribute to the Organization’s global priorities to promote gender equality and address the needs of Africa, paying particular attention to least developed countries (LDCs) and small island developing States (SIDS), and to meet the needs of young people and reach the unreached and most vulnerable segments of society, in recognition of the role of education in fostering positive social transformations, social inclusion and intercultural dialogue, in order to:

Strategic objective 1: Supporting Member States to develop education systems to foster high quality and inclusive lifelong learning for all

Strategic objective 2: Empowering learners to be creative and responsible global citizens

- (i) support the Member States in implementing the SDG 4-Education 2030 agenda at the country level by: developing education systems that enable learning for empowerment and create comprehensive and flexible pathways combining formal, non-formal and informal learning opportunities that are geared towards the concept of lifelong learning as a key principle for holistic and sector-wide educational reform and a response to emerging socio-economic challenges; offering children, youth and adults the knowledge, skills and values they need to become informed, responsible and active citizens, to find decent work, and to contribute to sustainable growth and peaceful societies; addressing the acute shortage of qualified teachers as a key strategy to improve the quality of education; paying particular attention to advancing girls’ and women’s education; providing quality education opportunities to vulnerable populations including people with disabilities and to crisis-affected populations; harnessing the potential of information and communication technologies and new modalities of learning in education; maintaining a holistic approach to education while giving priority to four areas – sector-wide policy and planning (SWPP), literacy, technical and vocational education and training (TVET) and teachers;

Strategic objective 3: Leading and coordinating the Education 2030 agenda

- (ii) lead the coordination and review/monitor the SDG 4-Education 2030 agenda at the global and regional levels by focusing on two strands of work: first, to facilitate global and regional coordination within the context of the evolving global governance structure of education; build and strengthen partnerships with other United Nations agencies, international organizations and civil society, and conduct high-level advocacy for the Education 2030 agenda; second, to review and monitor the implementation of the SDG 4-Education 2030 agenda, and to ensure the global Education 2030 observatory function through research and foresight to guide global policy and inform dialogue on the future of education;
- (c) to allocate for this purpose for the period 2020-2021 the integrated budget amount under all sources of funds of:
 - In the case of the budget scenario which includes the regular budget of \$507 million: \$440,564,200, of which \$93,296,200 to be allocated to the seven education-related category 1 institutes;
 - In the case of the budget scenario which includes the regular budget of \$518 million or \$523.6 million: \$444,421,100, of which \$95,293,000 to be allocated to the seven education-related category 1 institutes;
 - In the case of the budget scenario which includes the regular budget of \$534.6 million: \$446,730,800, of which \$95,293,000 to be allocated to the seven education-related category 1 institutes;

2. *Requests the Director-General:*

- (a) to implement the various activities authorized by this resolution in such a manner that the overall objectives of the two global priorities, Africa and gender equality, pertaining to Major Programme I are also fully achieved;
- (b) to report periodically to the governing bodies, in the statutory reports, on the execution of the programme adopted by the General Conference and the achievement of the following expected results:

Main line of action 1: Support Member States in the implementation of SDG 4

- (1) Improved national education policies and plans to advance access to equitable and quality early childhood care and education (ECCE), primary and secondary education through a system-wide lifelong learning approach (contributing to SDG targets 4.1 and 4.2);
- (2) Equitable and responsive TVET systems established to equip youth and adults, both women and men, with relevant skills for employment, decent work, entrepreneurship and lifelong learning (contributing to SDG targets 4.3, 4.4 and 8.6);
- (3) Improved policies and plans and mobilization of global efforts to enhance, scale up, including through information and communication technology (ICT), and monitor the acquisition of foundational skills and lifelong learning opportunities for youth and adults, both women and men (contributing to SDG target 4.6);
- (4) Improved national policies and capacities to increase access for all women and men to equitable, affordable and quality-assured higher education and to advance the recognition of studies (contributing to SDG target 4.3);

- (5) National teacher policies developed and/or implemented and teacher-training programmes improved to increase the supply of qualified and motivated teachers (contributing to SDG targets 4.c, 4.1 and 4.2);
- (6) National capacities strengthened to equip learners with knowledge, skills, values and attitudes needed to live healthy lives, promote sustainable development and engage with the world as responsible global citizens (contributing to SDG targets 4.7, 4.a, 12.8, 13.3 and SDG 3);
- (7) National capacities strengthened to address gender equality holistically in national education systems (contributing to SDG target 4.5 and SDG 5);
- (8) Increased learning opportunities for persons in vulnerable situations, with particular attention given to crisis-affected populations, including refugees, internally displaced persons and migrants, as well as persons with learning challenges, including disabilities (contributing to SDG targets 4.5 and 4.a);

Main line of action 2: Lead SDG 4-Education 2030 coordination and reviewing/monitoring

- (9) SDG 4-Education 2030 agenda effectively coordinated through UNESCO's global leadership and mandate (contributing to SDGs 4 and 17);
 - (10) Research and foresight, monitoring and reporting on SDG 4-Education 2030 have effectively generated evidence, recommendations and insight to advance progress towards SDG 4 (contributing to SDGs 4 and 17);
- (c) to include in the strategic results report (SSR) on the execution of the programme adopted by the General Conference a review of the main lines of action and their expected results, including possible proposals for their continuation, reorientation, exit strategies or termination, all based on clear evaluation criteria and where applicable on Internal Oversight Service (IOS) evaluation and audits, and to present this review to the Executive Board at its 209th session;
 - (d) to prepare a report on resource mobilization, including an analysis of UNESCO's overall strategic resource mobilization, and to present it to the Executive Board at its 209th session.

Draft resolutions for UNESCO category 1 institutes in education

01100

Draft resolution for the International Bureau of Education (IBE)

The General Conference,

Acknowledging the report of the UNESCO International Bureau of Education (IBE) for the 2018-2019 biennium,

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

Welcoming the operationalization of the strategy to make the IBE UNESCO's centre of excellence in curriculum and related matters, as adopted at the 36th session of the General Conference (36 C/ Resolution 10), as well as the concerted effort to consolidate and sustain the centre of excellence status,

1. *Emphasizes* the specialized contribution of the IBE to the fulfilment of the relevant strategic objectives and the thematic areas of Major Programme I, particularly with regard to curriculum, teaching, learning and assessment, as well as the systemic environment that enables effective curriculum implementation through:
 - (a) implementation of tailored training courses accredited by academic institutions for curriculum decision-makers and practitioners, as well as the development of customized learning tools and training materials;
 - (b) expansion of technical assistance and advice to national curriculum agencies and specialists in Member States;
 - (c) enhancement of its curriculum-related knowledge research base, as well as its knowledge management and dissemination capacity;
 - (d) strengthening of the intellectual leadership function and the knowledge-brokerage and clearinghouse function on cutting-edge research on the relevance to development of curriculum, the sciences of learning, and assessment;
 - (e) facilitation of evidence-based international policy dialogue and interventions aimed at fostering equitable and inclusive quality education for all;
 - (f) enhancement of the global normative function on curriculum and related matters and the establishment of the global curriculum network (GCN) to validate and own normative instruments that guide the future of curriculum;
2. *Requests* the IBE Council acting in conformity with the Statutes of the Bureau and with this resolution, when approving the IBE's budget, to:
 - (a) ensure that the objectives and activities of the IBE sustain correspondence to UNESCO's strategic objectives and the main lines of action and expected results of Major Programme I;

- (b) support the IBE's core initiatives with the aim of contributing to the achievement of the expected results of Major Programme I as listed in paragraph 6 below;
 - (c) strengthen collaboration with the Director-General to mobilize the necessary human and financial resources so that the IBE may further accomplish its mandate as a centre of excellence in curriculum and related matters;
3. *Takes note* that the integrated budget for the IBE for the period 2020-2021 is: ·
- In the case of the budget scenario which includes the regular budget of \$507 million: \$13,502,700, and *authorizes* the Director-General to support the Institute by providing a financial allocation from the appropriated regular programme budget for that period of \$3,502,700;
 - In the case of the budget scenario which includes the regular budget of \$518 million, \$523.6 million or \$534.6 million: \$14,048,100 and *authorizes* the Director-General to support the Institute by providing a financial allocation from the appropriated regular programme budget for that period of \$4,048,100;
4. *Expresses its gratitude* to the Governments of Nigeria, Seychelles and Switzerland and other bodies and institutions that have contributed intellectually or financially to the activities of the IBE and *invites* them to continue their support for 2020-2021 and beyond;
5. *Appeals* to Member States, intergovernmental and international non-governmental organizations, donor agencies, foundations and the private sector to contribute financially and by other appropriate means to the effective implementation and growth of the IBE's activities in the service of Member States, in conformity with its mandate as a centre of excellence in curriculum and related matters, the main lines of action and expected results of Major Programme I, and the strategic objectives of UNESCO for 2014-2021;
6. *Requests* the Director-General to report periodically to the governing bodies in the statutory reports on the contribution of the IBE to the achievement of the following expected results of Major Programme I:
- (a) Improved national education policies and plans to advance access to equitable and quality early childhood care and education (ECCE), primary and secondary education through a system-wide lifelong learning approach (contributing to SDG targets 4.1 and 4.2) (MLA 1 – expected result 1);
 - (b) Research and foresight, monitoring and reporting on SDG 4-Education 2030 have effectively generated evidence, recommendations and insight to advance progress towards SDG 4 (contributing to SDGs 4 and 17) (MLA 2 – expected result 10).

Draft resolution for the UNESCO International Institute for Educational Planning (IIEP)

The General Conference,

Acknowledging the report of the UNESCO International Institute for Educational Planning (IIEP) for the 2018-2019 biennium,

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

Also recognizing the important role of IIEP in the implementation of Major Programme I,

1. *Requests* the IIEP Governing Board, in accordance with the Institute's Statutes and the present resolution, when approving the Institute's budget for 2020 and 2021:
 - (a) to ensure that the objectives and activities of IIEP are in consonance with the strategic objectives and priorities and expected results of Major Programme I;
 - (b) to reinforce Member States' capacities for the planning, management and administration of education systems;
 - (c) to strengthen national, subregional and inter-regional training programmes in educational planning, administration, evaluation and monitoring in cooperation with the other education-related category 1 institutes of UNESCO, as well as the UNESCO Institute for Statistics (UIS), and UNESCO field offices;
 - (d) to carry out research and studies aimed at the upgrading of knowledge in educational planning and management, and at the production, sharing and transfer of knowledge and the exchange of experiences and information in educational planning and administration among Member States;
 - (e) to execute technical assistance projects in its field of competence in Member States;
2. *Takes note* that the integrated budget for IIEP for the period 2020-2021 is:
 - In the case of the budget scenario which includes the regular budget of \$507 million: \$54,147,500, and authorizes the Director-General to support the Institute by providing a financial allocation from the appropriated regular programme budget for that period of \$3,703,500;
 - In the case of the budget scenario which includes the regular budget of \$518 million, \$523.6 million or \$534.6 million: \$54,724,200 and authorizes the Director-General to support the Institute by providing a financial allocation from the appropriated regular programme budget for that period of \$4,280,200;
3. *Expresses its gratitude* to the Member States and organizations that have supported the Institute's activities through voluntary contributions and contractual agreements, as well as to the Argentinean and French Governments, which provide the Institute's premises free of charge and periodically finance their upkeep, and *invites* them to continue their support for 2020-2021 and beyond;

4. *Appeals* to Member States to grant, renew or increase their voluntary contributions, with a view to strengthening the activities of IIEP, in accordance with Article VIII of its Statutes, so that, with additional resources and its premises provided by the French and Argentinean Governments, it may better meet the needs of Member States as regards the priorities of Major Programme I and the strategic objectives of UNESCO for 2014-2021;
5. *Requests* the Director-General to report periodically to the governing bodies, in the statutory reports, on IIEP's contribution to the achievement of the following expected results of Major Programme I:
 - (a) Improved national education policies and plans to advance access to equitable and quality early childhood care and education (ECCE), primary and secondary education through a system-wide lifelong learning approach (contributing to SDG targets 4.1 and 4.2) (MLA 1 – expected result 1);
 - (b) Research and foresight, monitoring and reporting on SDG 4-Education 2030 have effectively generated evidence, recommendations and insight to advance progress towards SDG 4 (contributing to SDGs 4 and 17) (MLA 2 – expected result 10).

Draft resolution for the UNESCO Institute for Lifelong Learning (UIL)

The General Conference,

Acknowledging the report of the UNESCO Institute for Lifelong Learning (UIL) for the 2018-2019 biennium,

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

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

Further recognizing the importance of the overarching concept of lifelong learning for UNESCO's Major Programme I, and *reiterating* the commitment to the Belém Framework for Action adopted at the Sixth International Conference on Adult Education (CONFINTEA VI),

1. *Emphasizes and values* the important contribution of UIL to the fulfilment of the relevant strategic objectives and priorities of Major Programme I, particularly with regard to promoting lifelong learning for all through advocacy, capacity development, research and networking, focusing on lifelong learning policies and strategies, literacy and basic skills, and adult learning and education;
2. *Requests* the Governing Board of UIL acting in conformity with the Statutes of the Institute and with the present resolution, when approving the Institute's budget for 2020-2021, to:
 - (a) ensure that the objectives and activities of the Institute correspond to UNESCO's strategic objectives and the priorities and main lines of action of Major Programme I;
 - (b) consolidate and develop the programmes of UIL with the aim of contributing to achieving the expected results of Major Programme I as listed in paragraph 6 below;
 - (c) reinforce both the Institute's capacity as a global centre of excellence for lifelong learning and its specific responsibility in literacy and adult learning and education;
 - (d) take the necessary measures to follow up on the Belém Framework for Action and monitor implementation;
 - (e) continue to work with the Director-General to mobilize the necessary human and financial resources to enable UIL to accomplish its mission;
3. *Takes note* that the integrated budget for UIL for the period 2020-2021 is:
 - In the case of the budget scenario which includes the regular budget of \$507 million: \$9,366,200, and authorizes the Director-General to support the Institute by providing a financial allocation from the appropriated regular programme budget for that period of \$1,356,200;
 - In the case of the budget scenario which includes the regular budget of \$518 million, \$523.6 million or \$534.6 million: \$9,577,400 and authorizes the Director-General to support the Institute by providing a financial allocation from the appropriated regular programme budget for that period of \$1,567,400;

4. *Expresses its gratitude* to the German Government for its continuing support to UIL in making a substantial financial contribution and by providing its premises free of charge, and to other Member States and organizations, in particular to the Swiss Agency for Development and Cooperation (SDC), the Swedish International Development Cooperation Agency (SIDA), the Government of Norway and the Government of Nigeria, which have contributed intellectually and financially to UIL activities, and *invites* them to continue their support for 2020-2021 and beyond;
5. *Appeals* to Member States, intergovernmental and international non-governmental organizations, donor agencies, foundations and the private sector to grant or renew their financial and other appropriate contributions to enable UIL to contribute towards the priorities of Major Programme I and the strategic objectives of UNESCO for 2014-2021;
6. *Requests* the Director-General to report periodically to the governing bodies in the statutory reports on the contribution of UIL to the achievement of the following expected results of Major Programme I:
 - (a) improved national education policies and plans to advance access to equitable and quality early childhood care and education (ECCE), primary and secondary education through a system-wide lifelong learning approach (contributing to SDG targets 4.1 and 4.2) (MLA 1 – expected result 1);
 - (b) improved policies and plans and mobilization of global efforts to enhance, scale up, including through information and communication technology (ICT), and monitor the acquisition of foundational skills and lifelong learning opportunities for youth and adults, both women and men (contributing to SDG target 4.6) (MLA 1 – expected result 3);
 - (c) Research and foresight, monitoring and reporting on SDG 4-Education 2030 have effectively generated evidence, recommendations and insight to advance progress towards SDG 4 (contributing to SDGs 4 and 17) (MLA 2 – expected result 10).

Draft resolution for the UNESCO Institute for Information Technologies in Education (IITE)

The General Conference,

Acknowledging the report of the UNESCO Institute for Information Technologies in Education (IITE) for the 2018-2019 biennium,

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

1. *Emphasizes and values* the important contribution of IITE to the fulfilment of UNESCO's relevant strategic objectives and the priorities of Major Programme I, particularly with regard to policy advocacy, capacity development and knowledge services in the field of ICTs in education, through:
 - (a) evidence-based policy research, analytical studies and the collection and dissemination of best practices on the use of ICTs in education;
 - (b) provision of technical assistance, knowledge and information sharing with Member States on the application of ICTs in education, with particular emphasis on teachers and on the digital content of curricula;
2. *Requests* the Governing Board of IITE, in accordance with the Institute's Statutes and the present resolution, when approving the Institute's budget for 2020-2021, to:
 - (a) ensure that the objectives and activities of IITE correspond to UNESCO's strategic objectives and the priorities and main lines of action of Major Programme I;
 - (b) continue working with the Director-General to mobilize the necessary human and financial resources so that IITE may accomplish its mission;
3. *Takes note* that the integrated budget for IITE for the period 2020-2021 is:
 - In the case of the budget scenario which includes the regular budget of \$507 million: \$2,011,900, and authorizes the Director-General to support the Institute by providing a financial allocation from the appropriated regular programme budget for that period of \$620,900;
 - In the case of the budget scenario which includes the regular budget of \$518 million, \$523.6 million or \$534.6 million: \$2,108,600 and authorizes the Director-General to support the Institute by providing a financial allocation from the appropriated regular programme budget for that period of \$717,600;
4. *Expresses its gratitude* to the Government of the Russian Federation for its financial contribution and for providing the premises free of charge, and to the Member States and organizations that have supported the Institute's activities intellectually and financially, and *invites* them to continue their support in 2020-2021 and beyond;
5. *Appeals* to Member States, intergovernmental and international non-governmental organizations, donor agencies, foundations and the private sector to contribute financially and by other appropriate

means to the effective application of IITE activities in the service of Member States, in conformity with its mission, so that it may better contribute to the priorities of Major Programme I;

6. *Requests* the Director-General to report periodically to the governing bodies in the statutory reports on the contribution of IITE to the achievement of the following expected results of Major Programme I:
 - (a) Improved national education policies and plans to advance access to equitable and quality early childhood care and education (ECCE), primary and secondary education through a system-wide lifelong learning approach (contributing to SDG targets 4.1 and 4.2) (MLA 1- expected result 1);
 - (b) Research and foresight, monitoring and reporting on SDG 4-Education 2030 have effectively generated evidence, recommendations and insight to advance progress towards SDG 4 (contributing to SDGs 4 and 17) (MLA 2- expected result 10).

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

The General Conference,

Acknowledging the report of the UNESCO International Institute for Capacity-Building in Africa (IICBA) for the 2018-2019 biennium,

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

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

1. *Recommends* that IICBA play a key role in implementing Major Programme I's actions in favour of global priority Africa;
2. *Emphasizes and values* the important contribution of IICBA to the fulfilment of UNESCO's relevant strategic objectives and the priorities of Major Programme I, particularly with regard to improving the quality of education and the professional development of teachers through:
 - (a) support, focusing on both the development and the implementation of effective teacher policies, including through the UNESCO Strategy on Teachers and UNESCO initiative for teachers, and other UNESCO tools to improve the quality of teacher-education curricula, qualification frameworks, gender analysis, and training of teacher trainers at all levels in innovative teacher development;
 - (b) capacity building of teacher-training institutions in management and quality assurance, in particular in the areas of ICT-enhanced teacher standards, the planning for ICTs in education strategies, development of ICTs and open and distance learning (ODL), and online certificate training programmes in teacher development;
3. *Requests* the IICBA Governing Board, acting in conformity with the Statutes of the Institute and with the present resolution, when approving the Institute's budget for 2020-2021:
 - (a) to ensure that the objectives and activities of IICBA correspond to UNESCO's strategic objectives and the priorities and main lines of action of Major Programme I;
 - (b) to consolidate and develop the programmes and projects of IICBA with the aim of contributing to the achievements of the expected result of Major Programme I set out in paragraph 7 below;
 - (c) to continue to work with the Director-General to mobilize the necessary human and financial resources so that IICBA may accomplish its mission;
4. *Takes note* that the integrated budget for IICBA for the period 2020-2021 is:
 - In the case of the budget scenario which includes the regular budget of \$507 million: \$3,714,000 and authorizes the Director-General to support the Institute by providing a financial allocation from the appropriated regular programme budget for that period of \$1,714,000;

- In the case of the budget scenario which includes the regular budget of \$518 million, \$523.6 million or \$534.6 million: \$3,980,900 and authorizes the Director-General to support the Institute by providing a financial allocation from the appropriated regular programme budget for that period of \$1,980,900;
5. *Expresses its gratitude* to Member States and organizations that have contributed intellectually or financially to the activities of IICBA, and *invites* them to continue their support in 2020-2021 and beyond;
 6. *Appeals* to Member States, intergovernmental and international non-governmental organizations, donor agencies, foundations and the private sector to contribute financially and by other appropriate means to the effective execution of IICBA activities in the service of Member States, in conformity with its mission, the priorities of Major Programme I, the strategic objectives of UNESCO for 2014-2021, and the strategic plan of IICBA for 2014-2021;
 7. *Requests* the Director-General to report periodically to the governing bodies in the statutory reports on the contribution of IICBA to the achievement of the following expected result of Major Programme I:
 - National teacher policies developed and/or implemented and teacher-training programmes improved to increase the supply of qualified and motivated teachers (contributing to SDG targets 4.c, 4.1 and 4.2) (MLA 1 – expected result 5).

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

The General Conference,

Acknowledging the report of the UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC) for the 2018-2019 biennium,

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

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

1. *Invites* the Governing Board of IESALC to give priority in the Institute's programme to the following objectives:
 - (a) provide a regional platform for the promotion of inter-university cooperation, as well as collaboration among higher education institutions, in particular by facilitating active involvement of and intellectual partnerships among UNESCO Chairs on higher education in the region;
 - (b) addressing the challenges related to the internationalization of higher education in the region by monitoring and guiding future development of the 1974 Regional Convention on the recognition of higher education studies, diplomas and degrees;
2. *Also invites* the Governing Board to closely monitor strategic directions and programme implementation to ensure focus; to harmonize the orientations and activities of IESALC with those of UNESCO Headquarters along with those of the field offices in the region, and to take an active role in obtaining regional and international support for the Institute's projects;
3. *Takes note* that the integrated budget for IESALC for the period 2020-2021 is:
 - In the case of the budget scenario which includes the regular budget of \$507 million: \$2,499,300, and authorizes the Director-General to support the Institute by providing a financial allocation from the appropriated regular programme budget for that period of \$1,499,300;
 - In the case of the budget scenario which includes the regular budget of \$518 million, \$523.6 million or \$534.6 million: \$2,732,800 and authorizes the Director-General to support the Institute by providing a financial allocation from the appropriated regular programme budget for that period of \$1,732,800;
4. *Expresses its gratitude* to the Government of the Bolivarian Republic of Venezuela for its continuing support and for providing the premises of IESALC free of charge;
5. *Urges* Member States, international organizations, donor agencies, foundations and the private sector to grant or renew their support to enable IESALC to implement the programme activities envisaged for the period 2020-2021;

6. *Requests* the Director-General to report periodically to the governing bodies in the statutory reports on the contribution of IESALC to the achievement of the following expected result of Major Programme I:
 - Improved national policies and capacities to increase access for all women and men to equitable, affordable and quality-assured higher education and to advance the recognition of studies (contributing to SDG target 4.3) (MLA 1 – Expected result 4).

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

The General Conference,

Acknowledging the report of the UNESCO Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP) for the 2018-2019 biennium,

Recognizing the important contributions of MGIEP in the implementation of Major Programme I, particularly in the areas of global citizenship education, peace and human rights education, and education for sustainable development,

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

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

1. *Emphasizes* the specialized contribution of MGIEP to the fulfilment of the relevant strategic objectives and priorities of Major Programme I, particularly with regard to strengthening the capacities of Member States on global citizenship education, peace and human rights education, education for sustainable development, research and foresight studies through:
 - (a) embedding skills, knowledge, and attitudes for peace, sustainable development, and global citizenship in existing curriculums;
 - (b) supporting innovation in pedagogies and learning processes through research in cognitive science, transformative education, ICT tools, and experiential learning;
 - (c) enhancing the education policy and practices research base, as well as knowledge management and dissemination capacity, on transformative education for peace and sustainable development;
 - (d) facilitating evidence-based and inclusive international education policy dialogues and online youth education programmes on peace, sustainable development and global citizenship, which focus on building youth capacities and competencies in active and sustainable civic and social engagement;
2. *Requests* the MGIEP Governing Board, acting in conformity with the Statutes of the Institute and with this resolution, when approving the Institute's budget for 2020-2021, to:
 - (a) ensure that the objectives and activities of MGIEP correspond to UNESCO's strategic objectives, and the main lines of action and thematic areas of Major Programme I;
 - (b) support the programmes and projects of UNESCO with the aim of contributing to the achievements of the expected results of Major Programme I;
 - (c) strengthen the collaboration with the Director-General to mobilize the necessary human and financial resources so that MGIEP may further accomplish its mission as a centre of excellence in education for peace and sustainable development to foster global citizens;

3. *Takes note* that the integrated budget for MGIEP for the period 2020-2021 is:
 - In the case of the budget scenario which includes the regular budget of \$507 million: \$8,054,600, and authorizes the Director-General to support the Institute by providing a financial allocation from the appropriated regular programme budget for that period of \$426,600;
 - In the case of the budget scenario which includes the regular budget of \$518 million, \$523.6 million or \$534.6 million: \$8,121,000 and authorizes the Director-General to support the Institute by providing a financial allocation from the appropriated regular programme budget for that period of \$493,000;
4. *Expresses its gratitude* to the Government of India, Member States and other bodies and institutions that have contributed intellectually or financially to the activities of MGIEP and *invites* them to continue their support for 2020-2021 and beyond;
5. *Appeals* to Member States, intergovernmental and international non-governmental organizations, donor agencies, foundations and the private sector to contribute financially and by other appropriate means to the effective implementation of the Institute's activities in the service of Member States and towards the priorities of Major Programme I and the strategic objectives of UNESCO for 2014-2021;
6. *Requests* the Director-General to report periodically to the governing bodies in the statutory reports on the contribution of MGIEP to the achievement of the following expected results of Major Programme I:
 - (a) National capacities strengthened to equip learners with knowledge, skills, values and attitudes needed to live healthy lives, promote sustainable development and engage with the world as responsible global citizens (contributing to SDG targets 4.7, 4.a, 12.8, 13.3 and SDG 3) (MLA 1 – expected result 6);
 - (b) Research and foresight, monitoring and reporting on SDG 4-Education 2030 have effectively generated evidence, recommendations and insight to advance progress towards SDG 4 (contributing to SDGs 4 and 17) (MLA 2 – expected result 10).

Draft resolution for Major Programme II – Natural sciences

The General Conference

1. *Authorizes the Director-General:*

- (a) to continue implementing during the period 2020-2021 the plan of action for Major Programme II (as adopted by means of 39 C/Resolution 13), structured around the following two strategic objectives, and corresponding to three main lines of action, with special emphasis on Africa, gender equality, least developed countries (LDCs) and small island developing States (SIDS), as well as youth and the most vulnerable segments of society, including indigenous peoples;
- (b) to resort also in the implementation of the plan of action for Major Programme II to South-South and North-South-South cooperation, as complementary modalities for delivery of the programme and to continue to develop partnerships with civil society, the private sector, organizations of the United Nations system, and other international organizations at all stages of programme development, in order to:

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

- (i) assist in the creation and enhancement of enabling policy environments in Member States for science, technology and innovation (STI) for sustainable development, including the strengthening of the science-policy-society interface to advance equity and social inclusion. This will include the mobilization of the full spectrum of sciences to advance sustainable development and to address complex and interlinked global challenges in a transdisciplinary way. Capacity development for research and education in science and engineering will be advanced, including through the Abdus Salam International Centre for Theoretical Physics (ICTP), The World Academy of Sciences for the advancement of science in developing countries (TWAS), UNESCO-affiliated centres as well as UNESCO Chairs, and targeted activities in collaboration with a wide range of public and private partners, with special emphasis on using the power of information and communication technologies (ICTs);

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

- (ii) promote the generation and sharing of knowledge in relation to natural resources, and capacity development through international scientific collaboration for the protection and sustainable management of terrestrial ecosystems, biodiversity, freshwater security and the rational management of the Earth's geological resources. Implementation will include, *inter alia*, the coordination of monitoring activities, the production of scientific assessments, catalyzing international collaborative projects, capacity development, and the designation of site-specific examples of sustainable development. The promotion of disaster risk reduction related to natural hazards will be pursued, in particular through developing capacity in early warning systems and assessments for floods, drought, landslides and other geohazards so as to reduce risks and enhance preparedness and resilience;

- (c) to allocate for this purpose for the period 2020-2021 the integrated budget amount under all sources of funds of:

- In the case of the budget scenario which includes the regular budget of \$507 million: \$154,313,100, of which \$46,263,500 to be allocated to the Abdus Salam International Centre for Theoretical Physics (ICTP);
- In the case of the budget scenario which includes the regular budget of \$518 million or \$523.6 million: \$156,107,600, of which \$46,419,400 to be allocated to the Abdus Salam International Centre for Theoretical Physics (ICTP);
- In the case of the budget scenario which includes the regular budget of \$534.6 million: \$157,182,300, of which \$46,509,200 to be allocated to the Abdus Salam International Centre for Theoretical Physics (ICTP);

2. *Requests* the Director-General:

- (a) to implement the various activities authorized by this resolution in such a manner that the overall objectives of the two global priorities Africa and gender equality, pertaining to Major Programme II are also fully achieved;
- (b) to report periodically to the governing bodies, in the statutory reports, on the execution of the programme adopted by the General Conference and the achievement of the following expected results:

Main line of action 1: Harnessing the sciences, including the basic sciences, technology, and innovation and knowledge for sustainable development

- (1) Member States have strengthened their capacity to develop and monitor inclusive science, technology and innovation (STI) policy and knowledge systems;
- (2) Member States have strengthened their institutional and human capacity to produce, disseminate and apply science, technology and innovation (STI);
- (3) SIDS Member States, local communities and indigenous peoples have increased their capacity to mobilize local knowledge systems, and build synergies with science, so as to address challenges of sustainable development;

Main line of action 2: Advancing science for sustainable management of natural resources, disaster risk reduction and climate change action

- (4) Member States have strengthened management of both geological resources and geohazards risk towards the achievement of related Sustainable Development Goals (SDGs) and targets;
- (5) Member States have strengthened management of natural resources towards the achievement of Sustainable Development Goals (SDGs) and targets related to biodiversity and climate change resilience;
- (6) Member States have developed UNESCO-designated sites as learning sites for inclusive and comprehensive approaches to environmental, economic and social aspects of sustainable development;

Main line of action 3: Improving knowledge and strengthening capacities at all levels to achieve water security

- (7) Member States have strengthened their response to water security challenges towards the achievement of water-related Sustainable Development Goals (SDGs) and targets, and other targets from relevant international water agendas;
- (8) Member States have improved policies and increased institutional and human capacities for water security through scientific cooperation;
- (c) to include in the strategic results report (SSR) on the execution of the programme adopted by the General Conference a review of the main lines of action and their expected results, including possible proposals for their continuation, reorientation, exit strategies or termination, all based on clear evaluation criteria and where applicable on Internal Oversight Service (IOS) evaluation and audits, and to present this review to the Executive Board at its 209th session;
- (d) to prepare a report on resource mobilization, including an analysis of UNESCO's overall strategic resource mobilization, and to present it to the Executive Board at its 209th session.

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

The General Conference,

Recognizing the important role of the Abdus Salam International Centre for Theoretical Physics (ICTP), as a category 1 UNESCO centre, in fostering capacities and knowledge in theoretical and applied physics, pure and applied mathematics, in interdisciplinary areas including climate change, disaster risk reduction, renewable energy, quantitative biology and high-performance computing, with a special focus on developing countries, under Major Programme II,

1. *Requests* the ICTP Steering Committee and Scientific Council, in accordance with the ICTP Tripartite Agreement, country agreements, and this resolution, when approving the Centre's budget for 2020-2021:
 - (a) to continue implementing during the period 2020-2021, the plan of action for ICTP structured around three lines of action, with special emphasis on Africa, gender equality, LDCs and SIDS, as well as youth;
 - (b) to resort also in the implementation of the plan of action for ICTP to South-South and North-South-South cooperation, as modalities for delivery of the programme and to continue to develop partnerships with civil society, the private sector, organizations of the United Nations system, and other international organizations at all stages of programme development, in order to achieve ICTP's internal lines of action listed below;
 - (c) to reinforce ICTP capacity for research, education and networking in the physical and mathematical sciences, as well as in interdisciplinary areas, for the benefit of scientists from developing countries, ensuring that staff scientists remain at the forefront of their fields;
2. *Takes note* that the integrated budget for the ICTP for the period 2020-2021 is:
 - In the case of the budget scenario which includes the regular budget of \$507 million: \$46,263,500 and *authorizes* the Director-General to support the Institute by providing a financial allocation from the appropriated regular programme budget for that period of \$663,500;
 - In the case of the budget scenario which includes the regular budget of \$518 million or \$523.6 million: \$46,419,400 and *authorizes* the Director-General to support the Institute by providing a financial allocation from the appropriated regular programme budget for that period of \$819,400;
 - In the case of the budget scenario which includes the regular budget of \$534.6 million: \$46,509,200 and *authorizes* the Director-General to support the Institute by providing a financial allocation from the appropriated regular programme budget for that period of \$909,200.
3. *Requests* the Director-General to report periodically to the governing bodies, in statutory reports and as part of the reporting of Major Programme II expected result 2, on the implementation of the following lines of action:
 - (1) developing countries' scientific expertise and interdisciplinary research expanded in the fields of renewable energy, quantitative biology and high-performance computing;

- (2) developing countries' capacity strengthened in the basic sciences, in particular physics and mathematics;
- (3) developing countries' access to scientific education and knowledge expanded, particularly through ICTs and regional collaboration;
- 4. *Expresses its gratitude* to the International Atomic Energy Agency, the Italian Government, and the Member States and other entities that have supported the Centre through voluntary contributions, and invites them to continue their support in 2020-2021 and beyond;
- 5. *Appeals* to Member States, international organizations, donor agencies, foundations and the private sector to provide or renew support to enable ICTP to implement and expand the activities envisaged herein.

Draft resolution for the Intergovernmental Oceanographic Commission (IOC)

The General Conference,

Recognizing the important role of the Intergovernmental Oceanographic Commission (IOC), established as a body with functional autonomy within UNESCO, to promote international cooperation and to coordinate programmes in research, services and capacity building, in order to learn more about the nature and resources of the ocean and coastal areas and to apply this knowledge for the improvement of management, sustainable development, the protection of the marine environment, and the decision-making process of its Member States,

Recalling that the IOC plan of action for the period 2018-2021 contributes to the following two strategic objectives of the UNESCO Medium-Term Strategy 2014-2021, as translated into the IOC Medium-Term Strategy 2014-2021:

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

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

Also recalling that, in accordance with the IOC Medium-Term Strategy 2014-2021 and Resolution XXVIII-3 of the IOC Assembly, the IOC plan of action is focused on the following four thematic programme areas (high-level objectives), with particular attention to ensuring that all its Member States have the capacity to meet these objectives:

- (i) Ensuring healthy ocean ecosystems and sustaining ecosystem services;
- (ii) Effective early warning for ocean hazards, including tsunamis;
- (iii) Increasing resiliency and adaptability to climate change and variability;
- (iv) Enhancing knowledge of emerging issues;

and supported by the conceptual framework of functions:

- A. Foster ocean research to strengthen knowledge of ocean and coastal processes and human impacts upon them (*ocean research*);
- B. Maintain, strengthen and integrate global ocean observing, data and information systems (*observing systems and data management*);
- C. Develop early warning systems and preparedness to mitigate the risks of tsunamis and other ocean-related hazards (*early warning and services*);
- D. Support assessment and information to improve the science-policy interface (*assessment and information for policy*);
- E. Enhance ocean governance through a shared knowledge base and improved regional cooperation (*sustainable management and governance*);

- F. Develop institutional capacity in all of the above functions, as a cross-cutting function (*capacity development*);
1. *Requests* the IOC governing bodies, in accordance with the Statutes of the IOC that came into force through the adoption of 30 C/Resolution 22 of 16 November 1999 and with this resolution, when approving the Commission's programme and budget for 2020-2021:
 - (a) to continue implementing during the period 2020-2021 the plan of action for the Intergovernmental Oceanographic Commission (IOC) structured around the two abovementioned strategic objectives and corresponding to one main line of action, with special emphasis on Africa, gender equality, least developed countries (LDCs) and small island developing States (SIDS), as well as youth and the most vulnerable segments of society, including indigenous peoples, and in support of the below expected result adopted by IOC Executive Council resolution EC-XLIX.2;
 - (b) to resort also in the implementation of the plan of action for IOC to South-South and North-South-South cooperation, as modalities for delivery of the programme and to continue to develop partnerships with civil society, the private sector, organizations of the United Nations system, and other international organizations at all stages of programme development, in order to achieve the IOC high-level objectives and consistent with the purpose and functions of the Commission, as defined by its Statutes;
 - (c) to implement the various activities authorized by this resolution in such a manner that the overall objectives of the two global priorities Africa and gender equality, as pertains to IOC's area of competence, are also fully achieved;
 2. *Authorizes* the Director-General to allocate for this purpose for the period 2020-2021 the integrated budget amount under all sources of funds :
 - In the case of the budget scenario which includes the regular budget of \$507 million: \$26,036,400;
 - In the case of the budget scenario which includes the regular budget of \$518 million or \$523.6 million: \$26,536,300;
 - In the case of the budget scenario which includes the regular budget of \$534.6 million: \$26,835,700.
 3. *Requests* the Director-General to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected result:

Main line of action 1: Promoting knowledge and capacity for protecting and sustainably managing the ocean and coasts

- (1) Science-informed policies for reduced vulnerability to ocean hazards, for the global conservation and sustainable use of oceans, seas and marine resources, and increased resilience and adaptation to climate change, developed and implemented by Member States, towards the realization of the 2030 Agenda;
4. *Appeals* to Member States, international organizations, donor agencies, foundations and the private sector to provide or renew support to enable IOC to implement and expand the activities envisaged herein.

Draft resolution for Major Programme III – Social and human sciences

The General Conference,

1. *Authorizes* the Director-General:

- (a) to continue implementing during the period 2020-2021 the plan of action for Major Programme III (as adopted by means of 39 C/Resolution 27), structured around the following strategic objective and corresponding to two main lines of action, with special emphasis on Africa, gender equality, least developed countries (LDCs) and small island developing States (SIDS), as well as youth and the most vulnerable segments of society, including indigenous peoples;
- (b) to resort also in the implementation of the plan of action for Major Programme III to South-South and North-South-South cooperation, as complementary modalities for delivery of the programme and to continue to develop partnerships with civil society, the private sector, research institutions, academia – notably UNESCO Chairs, organizations of the United Nations system, and other international organizations at all stages of programme development, in order to:

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

- (i) mobilize knowledge and embed rights and ethics to foster and achieve social inclusion and equitable societies by:
 - strengthening the links between research practice and policy-making based on social science and humanities knowledge, fostering a culture of evidence-informed decision-making, and supporting future literacy with respect to new and emerging social and ethical challenges;
 - engaging Member States and other relevant stakeholders in fostering human rights, gender equality and a sense of global citizenship, particularly through city-level policy and practice;
 - supporting the development of bodies, institutions and policies at the national level to enable developing countries to address ethical challenges, particularly in bioethics;
 - providing upstream policy advice for the development and review of transversal and inclusive public policies and the consolidation of policy- oriented knowledge;
 - supporting the development of inclusive sport and quality physical education policy, as well as protecting the integrity of sport, in particular through the fight against doping by implementing the International Convention against Doping in Sport;
 - providing policy analysis, advice, and monitoring in the fields of intercultural dialogue and history and memory;
- (ii) foster intercultural dialogue and engage young women and men for peaceful and participatory societies by:
 - engaging fully young women and men as agents of change;

- promoting and reinforcing intercultural dialogue through the implementation of the Action Plan of the International Decade for the Rapprochement of Cultures (2013-2022), which offers a comprehensive framework for the development, promotion and assessment of the outcomes of dialogue;
 - fostering mutual understanding and intercultural dialogue through the promotion of shared history, memory and heritage, in close connection with the strengthening of the humanities;
- (c) to allocate for this purpose for the period 2020-2021 the integrated budget amount under all sources of funds of :-
- In the case of the budget scenario which includes the regular budget of \$507 million: \$67,210,800;
 - In the case of the budget scenario which includes the regular budget of \$518 million or \$523.6 million: \$68,401,900;
 - In the case of the budget scenario which includes the regular budget of \$534.6 million: \$69,115,200;

2. *Requests the Director-General:*

- (a) to implement the various activities authorized by this resolution in such a manner that the overall objectives of the two global priorities, Africa and gender equality, pertaining to Major Programme III are also fully achieved;
- (b) to report periodically to the governing bodies, in the statutory reports, on the execution of the programme adopted by the General Conference and the achievement of the following expected results:

Main line of action 1: Mobilizing knowledge and embedding rights and ethics to foster and achieve social inclusion and equitable societies

- (1) Public policy-making in Member States strengthened, based on scientific evidence, humanities-based knowledge, ethics and human rights frameworks;
- (2) National institutional and human capacities strengthened at all levels to generate, manage and apply knowledge for inclusive, equitable development that is based on ethical values and human rights;

Main line of action 2: Fostering intercultural dialogue and engaging young women and men for peaceful and participatory societies

- (3) Youth-led action enabled, from local to global levels, to address societal challenges and consolidate peace;
 - (4) Member States' commitments to the global agendas in favour of inclusive, sustainable and peaceful societies demonstrated through targeted advocacy campaigns and awareness-raising initiatives;
- (c) to include in the strategic results report (SSR) on the execution of the programme adopted by the General Conference a review of the main lines of action and their expected results, including possible proposals for their continuation, reorientation, exit strategies or termination, all based on clear evaluation criteria and where applicable on Internal Oversight Service (IOS) evaluation and audits, and to present this review to the Executive Board at its 209th session;
- (d) to prepare a report on resource mobilization, including an analysis of UNESCO's overall strategic resource mobilization, and to present it to the Executive Board at its 209th session.

Draft resolution for Major Programme IV – Culture

The General Conference,

1. *Authorizes* the Director-General:

- (a) to continue implementing during the period 2020-2021 the plan of action for Major Programme IV (as adopted by means of 39 C/Resolution 33) structured around the following two strategic objectives and corresponding to two main lines of action, with special emphasis on Africa, gender equality, least developed countries (LDCs) and small island developing States (SIDS), as well as youth and the most vulnerable segments of society, including indigenous peoples;
- (b) to resort also in the implementation of the plan of action for Major Programme IV to South-South and North-South-South cooperation and to deepen partnerships with civil society, the private sector, organizations of the United Nations system, and other international and regional organizations at all stages of programme development, in order to:

Strategic objective 7: Protecting, promoting and transmitting heritage

- (i) protect, promote and sustainably manage heritage in all its forms, as a repository for knowledge, driver of economic growth and vector for dialogue and reconciliation, cooperation and shared understanding, taking into account its role in promoting sustainable development;
- (ii) promote universal ratification of all tangible cultural heritage conventions and their associated protocols, and focus on greater upstream policy efforts aiming to integrate their provisions and those of the 2011 Recommendation on the Historic Urban Landscape and 2015 Recommendation concerning the Protection and Promotion of Museums and Collections, their Diversity and their Role in Society into the legislations, policies and strategies of Member States;
- (iii) focus on capacity building, training as well as targeted demand-driven assistance in order to better conserve, safeguard, manage and promote understanding/appreciation of heritage as well as to reinforce resilience, preparedness and mitigate risks, including through the efficient implementation of the Strategy for the reinforcement of UNESCO's action for the protection of culture and the promotion of cultural pluralism in the event of armed conflict, and its Addendum concerning emergencies associated with disasters caused by natural and human-induced hazards;

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

- (iv) promote the universal ratification and effective implementation of the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage and the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions; strengthen the legal, policy and institutional environments that support the safeguarding of intangible cultural heritage and the diversity of cultural expressions, including by monitoring the application of the provisions of the 1980 Recommendation concerning the Status of the Artist;

- (v) pursue capacity building at all levels for the development of a dynamic cultural and creative sector, in particular by encouraging creativity, innovation and entrepreneurship, supporting the development of cultural institutions and cultural industries, providing training for culture professionals, and increasing employment opportunities in the cultural and creative sector for sustained, inclusive and equitable economic growth and development;
- (vi) support Member States in their efforts to implement the 2030 Agenda for Sustainable Development and, specifically, promote culture-engaged sustainable development;
- (c) to allocate for this purpose for the period 2020-2021 the integrated budget amount under all sources of funds of:
 - In the case of the budget scenario which includes the regular budget of \$507 million: \$218,883,100;
 - In the case of the budget scenario which includes the regular budget of \$518 million or \$523.6 million: \$221,036,800;
 - In the case of the budget scenario which includes the regular budget of \$534.6 million: \$221,626,600.

2. *Requests the Director-General:*

- (a) to implement the various activities authorized by this resolution in such a manner that the overall objectives of the two global priorities, Africa and gender equality, pertaining to Major Programme IV are also fully achieved;
- (b) to report periodically to the governing bodies, in the statutory reports, on the execution of the programme adopted by the General Conference and the achievement of the following expected results:

Main line of action 1: Protecting, conserving, promoting and transmitting culture and heritage for dialogue and development

- (1) Tangible heritage identified, protected, monitored and sustainably managed by Member States, in particular through the effective implementation of the 1972 Convention;
- (2) Illicit import, export and transfer of cultural property combatted by Member States, in particular through the effective implementation of the 1970 Convention and the works of the Intergovernmental Committee for Promoting the Return of Cultural Property to its Countries of Origin or its Restitution in Case of Illicit Appropriation and the role of the museums enhanced by stakeholders implementing the UNESCO 2015 Recommendation on museums and collections;
- (3) Protection of cultural property improved by Member States, in particular through the wide ratification and effective implementation of the 1954 Convention and its two Protocols (1954 and 1999);
- (4) Underwater cultural heritage identified, protected and sustainably managed by Member States, in particular through the wide ratification and effective implementation of the 2001 Convention;
- (5) Culture protected and cultural pluralism promoted in emergencies through better preparedness and response, in particular through the effective implementation of UNESCO's cultural standard-setting instruments;

Main line of action 2: Fostering creativity and the diversity of cultural expressions, as well as the safeguarding of intangible cultural heritage for sustainable development

- (6) Intangible cultural heritage identified and safeguarded by Member States and communities, in particular through the effective implementation of the 2003 Convention;
 - (7) Policies and measures to promote the diversity of cultural expressions designed and implemented by Member States, in particular through the effective implementation of the 2005 Convention;
 - (8) The enabling contribution of culture to the SDGs promoted, demonstrated and strengthened, in particular through its integration in country-level development frameworks, strategies and programmes, and effective streamlining of the SDGs across the implementation of cultural policies and frameworks, including Conventions and Recommendations;
- (c) to include in the strategic results report (SRR) on the execution of the programme adopted by the General Conference a review of the main lines of action and their expected results, including possible proposals for their continuation, reorientation, exit strategies or termination, all based on clear evaluation criteria and where applicable on Internal Oversight Service (IOS) evaluations and audits, and to present this review to the Executive Board at its 209th session;
- (d) to prepare a report on resource mobilization, including an analysis of UNESCO's overall strategic resource mobilization, and to present it to the Executive Board at its 209th session.

Draft resolution for Major Programme V – Communication and information

The General Conference,

1. *Authorizes* the Director-General:

- (a) to continue implementing during the period 2020-2021 the plan of action for Major Programme V (as adopted by means of 39 C/Resolution 38), structured around the following strategic objective and corresponding to two main lines of action, with special emphasis on Africa, gender equality, least developed countries (LDCs) and small island developing States (SIDS), as well as youth and the most vulnerable segments of society, including indigenous peoples, people with disabilities and marginalized groups in all societies;
- (b) to resort also in the implementation of the plan of action for Major Programme V to South-South and North-South-South cooperation as complementary modalities for delivery of the programme and to continue to develop partnerships with civil society, the private sector, organizations of the United Nations system and other international and regional organizations at all stages of programme development and implementation, in order to:

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

- (i) actively raise awareness of, and build an international campaign to, support and promote freedom of expression and access to information online and offline, as inalienable human rights. This will be accomplished through the flagship events of World Press Freedom Day (3 May) and the annual award of the UNESCO-Guillermo Cano World Press Freedom Prize, the UNESCO/Emir Jaber al-Ahmad al-Jaber al-Sabah Prize for Digital Empowerment of Persons with Disabilities and International Day of Persons with Disabilities (3 December), as well as International Day to End Impunity for Crimes against Journalists (2 November), and contributing to International Day for Universal Access to Information (28 September). The free flow of information will also be promoted by working closely with governments, media, civil society and other stakeholders to design and implement related policies and legislative frameworks. These efforts will be complemented by strengthening and reinforcing self-regulation-based media accountability systems and through assistance for the preparation and adoption of professional and ethical standards in the media;
- (ii) lead international efforts to protect journalists by implementing the United Nations Plan of Action on the Safety of Journalists and the Issue of Impunity, contributing to the Universal Periodical Review process of the United Nations Human Rights Council, monitoring killings and impunity, and sensitizing governments and media about ensuring journalists' safety so they may play their role in building healthy democracies and advancing Sustainable Development Goal target 16.10 on public access to information and protection of fundamental freedoms;
- (iii) support the development of an environment that encourages free and independent media, particularly in countries in transition and post-conflict situations. This will be accomplished through the promotion of journalism education, supporting the creation

and growth of independent institutions and encouraging governments to develop a relevant media-enabling environment;

- (iv) promote media diversity and pluralism, by leading the international observation of World Radio Day (13 February) and assisting Member States to support community media and develop an effective media response to emergency and disaster situations;
- (v) address gender inequalities and violence against women through both specific gender programming as well as gender mainstreaming and by partnering with media institutions to apply UNESCO's Gender-Sensitive Indicators for Media (GSIM). The Organization will continue to work with the Global Alliance on Media and Gender (GAMAG) and the annual Women Make the News initiative, as well as support the UNESCO UNITWIN Network on Gender, Media and ICTs;
- (vi) empower people, particularly the youth, to develop critical thinking and intercultural competences, by providing support to Member States to adopt and integrate media and information literacy (MIL) in curricula, policy guidelines and assessment frameworks, and lead the Global Alliance for Partnerships on Media and Information Literacy (GAPMIL);
- (vii) promote and set standards for media development, in order to strengthen the contribution of free, pluralistic and independent media through the International Programme for the Development of Communication (IPDC). Member States will be assisted in developing local media by sharing good practices and knowledge deriving from international media cooperation;
- (viii) support media policy formulation in Member States by elaborating studies on the state of media development, safety of journalists and Internet universality using IPDC indicators, such as the Media Development Indicators (MDIs), Journalists' Safety Indicators (JSIs) and a new set of Internet Development Indicators (based on UNESCO's Internet universality concept);
- (ix) reinforce capacities of journalists, journalism educators and their institutions, based on the UNESCO model curricula as a model for institutional excellence in this area, while encouraging the training of women journalists. Promote sustainable development by enhancing the abilities of journalists to report on science, development and democratic governance;
- (x) empower Member States to bridge the digital and knowledge divides that could leave behind those who are relatively disadvantaged, such as people in least developed countries (LDCs), women and girls, youth and people with disabilities by supporting the development of policy frameworks on universal access to information, information and communication technology (ICTs) and open solutions;
- (xi) further the identification, dissemination and preservation of, as well as access to documentary heritage, including in digital form, through the Memory of the World Programme;
- (xii) foster universal access to information and knowledge resources available to Member States, through the use of information and communication technology (ICTs), Open Educational Resources (OER), Open Access to scientific information (OA), Open Data, broadband-enhanced ICTs, mobile devices and open solutions, especially targeting teachers, researchers, information professionals and scientists;
- (xiii) contribute to building inclusive knowledge societies, including by co-organizing global World Summit on the Information Society (WSIS) forums, co-chairing the United Nations Group on the Information Society (UNGIS) and contributing to the Internet

Governance Forum (IGF), and other activities to support the formulation of policies and strategies on Internet governance in UNESCO's field of competence;

- (xiv) strengthen implementation and outreach in the priority areas of the Information for All Programme (IFAP) by supporting the exchange of international experiences and capacity building of policy-makers and vulnerable groups. The Programme will also develop policy resources and response frameworks that support Member States, particularly developing countries and small island developing States (SIDS), in meeting the international targets;
- (c) to allocate for this purpose for the period 2020-2021 the integrated budget amount under all sources of funds of :
 - In the case of the budget scenario which includes the regular budget of \$507 million: \$50,211,500
 - In the case of the budget scenario which includes the regular budget of \$518 million or \$523.6 million: \$51,342,600
 - In the case of the budget scenario which includes the regular budget of \$534.6 million: \$52,019,700

2. *Requests the Director-General:*

- (a) to implement the various activities authorized by this resolution in such a manner that the overall objectives of the two global priorities, Africa and gender equality, pertaining to Major Programme V are also fully achieved;
- (b) to report periodically to the governing bodies, in statutory reports, on the execution of the programme adopted by the General Conference and the achievement of the following expected results:

Main line of action 1: Fostering freedom of expression online and offline, promoting all aspects of the safety of journalists, advancing diversity and participation in media, and supporting independent media

- (1) Member States are enhancing norms and policies related to freedom of expression, including press freedom and the right to access information, online and offline, and are reinforcing the safety of journalists by implementing the United Nations Plan of Action on the Safety of Journalists and the Issue of Impunity;
- (2) Member States have benefited from enhanced media contributions to diversity, gender equality and youth empowerment in and through media; and societies are empowered through media and information literacy programmes and effective media response to emergency and disaster;
- (3) Media development is strengthened, and Member States have improved monitoring and reporting systems, and these results are reinforced by external grassroots projects supported by the International Programme for the Development of Communication (IPDC);

Main line of action 2: Building knowledge societies through ICTs by enabling universal access to, and preservation of, information and knowledge

- (4) Capacities of Member States strengthened, through the implementation of the World Summit on the Information Society (WSIS) outcomes, and of the Information for All Programme (IFAP) and the related normative framework;

- (5) Member States have taken measures to promote universal access to information through open and inclusive solutions and innovative use of information and communication technology (ICTs) for sustainable development;
 - (6) Identification, preservation, access to and dissemination of documentary heritage have been strengthened globally and at the national level through the Memory of the World Programme.
- (c) to include in the strategic results report (SRR) on the execution of the programme adopted by the General Conference a review of the main lines of action and their expected results, including possible proposals for their continuation, reorientation, exit strategies or termination, all based on clear evaluation criteria and where applicable on Internal Oversight Service (IOS) evaluations and audits, and to present this review to the Executive Board at its 209th session;
 - (d) to prepare a report on resource mobilization, including an analysis of UNESCO's overall strategic resource mobilization, and to present it to the Executive Board at its 209th session.

07000

Draft resolution for the UNESCO Institute for Statistics

The General Conference,

Taking note of the reports of the Governing Board of the UNESCO Institute for Statistics (UIS) for 2018,

1. *Requests* the Governing Board of the UNESCO Institute for Statistics (UIS) to ensure that the Institute's programme, with the 2030 Agenda for Sustainable Development and the SDGs at its core, focuses on the following priorities, maintaining emphasis on the needs of Africa, gender equality, least developed countries (LDCs) and small island developing States (SIDS) as well as the most vulnerable segments of society, in order to:
 - (a) develop and maintain appropriate methodologies which reflect the needs and challenges that apply to countries at all stages of development;
 - (b) apply the highest professional standards based on the Principles Governing International Statistical Activities, which include transparency, accountability and the most efficient use of resources;
 - (c) collect, process, verify, analyse and disseminate high-quality, relevant, cross-nationally comparable data about education, science, culture and communication;
 - (d) reinforce the capacities of national statistical offices and line ministries to produce and use high quality statistics; and
 - (e) provide open access to UIS data and other products to different types of users, such as governments, international and non-governmental organizations, foundations, researchers, journalists and the wider public;
2. *Takes note* that the integrated budget for the UNESCO Institute for Statistics for the period 2020-2021 is:
 - In the case of the budget scenario which includes the regular budget of \$507 million: \$29,013,600, and *authorizes* the Director-General to support the Institute by providing a financial allocation from the appropriated regular programme budget for that period of \$7,814,800;
 - In the case of the budget scenario which includes the regular budget of \$518 million or \$523.6 million: \$29,393,800 and *authorizes* the Director-General to support the Institute by providing a financial allocation from the appropriated regular programme budget for that period of \$8,195,000;
 - In the case of the budget scenario which includes the regular budget of \$534.6 million: \$29,621,700 and *authorizes* the Director-General to support the Institute by providing a financial allocation from the appropriated regular programme budget for that period of \$8,422,900;

3. *Invites* Member States, international organizations, development and donor agencies, foundations and the private sector to contribute financially or by other appropriate means to the implementation and expansion of the activities of the UNESCO Institute for Statistics (UIS);
4. *Requests* the Director-General to report periodically to the governing bodies, in the statutory reports, on the achievement of the following expected results:

Main line of action 1: Development of globally comparable education statistics

- (1) Timely and globally comparable data on education based on agreed norms, standards and methodologies is available to stakeholders including Member States to facilitate evidence-based policy formulation and monitoring progress towards SDG 4;
- (2) Capacities of national statisticians strengthened in the production and use of national and globally comparable data on education;

Main line of action 2: Development of globally comparable statistics on learning outcomes (LO)

- (3) International community including Member States produce high-quality national and globally comparable data on LO compiled by the UIS under common standards, global content frameworks and harmonized criteria;

Main line of action 3: Development of globally comparable statistics and indicators on science, culture and communication (SCC)

- (4) Timely and globally comparable data on science, culture and communication, based on agreed norms, standards and methodologies is available to other stakeholders including Member States to facilitate evidence-based policy formulation and monitoring progress towards SDGs;
- (5) Capacities of national statisticians strengthened in the production and use of national and globally comparable data on science, culture and communication;

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

- (6) Access to and dissemination of UIS data on education, science, culture and communication is improved at global and regional level.

Management of Field Offices

08000

Draft resolution for Management of field offices

The General Conference

1. *Authorizes* the Director-General:

- (a) to continue implementing during the period 2020-2021 the plan of action for the management of the field offices in order to:
 - (i) pursue the optimization of the UNESCO's field network in alignment with the United Nations key system-wide strategic policy orientations and operational modalities for development cooperation and with relevant resolutions adopted by the General Conference at its 40th session;
 - (ii) ensure increased accountability of field offices;
 - (iii) Strengthen the capacity of field offices for resource mobilization and engaging in partnership
 - (iv) manage the staffing of field offices as regards the posts of directors/heads and core support staff and assess the performance of directors/heads;
 - (v) regularly monitor the overall performance of the field network;
 - (vi) manage, administer and monitor the implementation of field offices' operating expenditures, and reinforce their administrative capacities through support, training and assessment of staffing needs;
- (b) to allocate for this purpose, for the period 2020-2021, the integrated budget amount under all sources of funds of:
 - In the case of the budget scenario which includes the regular budget of \$507 million, \$518 million or \$523.6 million: \$89,762,400;
 - In the case of the budget scenario which includes the regular budget of \$534.6 million: \$91,518,900;

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

- (1) Responsiveness and sustainability of the field network enhanced;
- (2) Sustainability of the field network strengthened through an enhanced financial management and administration network and by addressing existing and emerging needs.
- (3) UNESCO field offices mobilize a higher volume of resources from decentralized donors

09100

Draft resolution for the Sector for Priority Africa and External relations

The General Conference

1. *Authorizes* the Director-General:

- A. to implement during the period 2020-2021 the plan of action for the Sector for Priority Africa and External Relations in order to:
 - (a) coordinate and ensure cohesion and complementarity of activities and actions carried out across the Sector for Priority Africa and External Relations (PAX) and their alignment with the Organization's vision, strategic direction and programmatic priorities;

Priority Africa

- (b) to continue implementing the Operational Strategy for Priority Africa (2014-2021) ensuring the consistency and complementarity of programmes to benefit Africa, developed in accordance with the relevant decisions of the governing bodies and informed by the findings and recommendations of the 2012 Evaluation of UNESCO Priority Africa by the Internal Oversight Service (IOS), and within the frameworks of the 2030 Agenda for Sustainable Development and the African Union's Agenda 2063, "The Africa We Want", in order to:
 - (i) strengthen and improve the coordination and monitoring of action to benefit Africa, in line with the Operational Strategy for Priority Africa (2014-2021);
 - (ii) enhance future-oriented reflection and foresight initiatives in respect of Africa's development challenges and opportunities through analysis and identification of these challenges and opportunities. These include strategic issues such as Artificial Intelligence for Africa and its related ethical dimensions, and anticipation and foresight activities for young Africans;
 - (iii) strengthen the strategic partnerships with African Member States, the African Union Commission (AUC) and the Regional Economic Communities (RECs), including through the reactivation of the UNESCO-AUC Joint Commissions; the United Nations agencies particularly through the Regional Coordination Mechanism (RCM) for Africa, by ensuring increased participation and contribution to Africa's development agenda, taking into consideration UNESCO's comparative advantage; UNESCO's strategic contribution to the various RCM clusters being ensured with the support of the field network in Africa and the programme sectors, under the coordination of the UNESCO Liaison Office in Addis Ababa and the Africa Department;

- (iv) mobilize and extend partnerships and networks in support of the promotion of a culture of peace in Africa, including the organization of the Pan-African Forum for a Culture of Peace in Africa, “Biennale of Luanda”, the establishment of the “African School for Peace” and the organization of specific initiatives by local and regional stakeholders;
- (v) broaden and bolster, on the basis of comparative advantages, the complementarity of action with other United Nations system agencies, funds and programmes active in Africa;
- (vi) promote social mobilization and outreach for the enhancement of global priority Africa, including enhanced partnerships and visibility with non-traditional donors;
- (vii) enhance the reporting on global priority Africa, its Operational Strategy (2014-2021) and its six flagship programmes, reflecting the impact and progress achieved, based on implementation by the programme sectors;
- (viii) mobilize extrabudgetary resources for the implementation of global priority Africa;

External Relations

- (c) consolidate relations with Member States, and to that end:
 - (i) develop and maintain relations with Member States, Associate Members, observers and territories and encourage non-Member States to join the Organization;
 - (ii) monitor relations with the host country;
 - (iii) provide protocol assistance to UNESCO’s diplomatic community and members of the Secretariat;
 - (iv) cooperate with Permanent Delegations and the established groups of Member States at UNESCO to provide them with necessary support and organize and coordinate information and consultation meetings with permanent delegates on issues of strategic importance and priority activities;
 - (v) pay particular attention to the special needs of post-conflict and post-disaster countries;
- (d) enhance cooperation with National Commissions, and to that end:
 - (i) strengthen competences and operational capacities of National Commissions through the organization of the annual interregional meeting, training seminars and workshops for new Secretaries-General and other officials;
 - (ii) strengthen National Commissions’ partnerships with civil society networks, including NGOs and UNESCO Clubs and Centres;
 - (iii) strengthen communications with and between National Commissions;
- (e) coordinate and strengthen relations with the United Nations system and international governmental organizations, and to that end:
 - (i) participate actively in intergovernmental bodies and inter-agency mechanisms in the context of the UN reform;
 - (ii) engage proactively, in the Organization’s fields of competence, in the achievement of the 2030 Agenda for Sustainable Development; the Organization will also

continue to strengthen its presence and its mission in the multilateral system and will follow up the relevant decisions of the United Nations governing bodies which are of relevance to its action;

- (iii) ensure regular monitoring of memoranda of understanding signed with United Nations agencies and intergovernmental organizations (IGOs) with a view to assessing results achieved, as well as updating and reviewing, where appropriate, existing memoranda and the potential signing of new memoranda;

B. to allocate for this purpose for the period 2020-2021, the integrated budget amount under all sources of funds of:

- In the case of the budget scenario which includes the regular budget of \$507 million, \$518 million or \$523.6 million: \$16,862,400;
- In the case of the budget scenario which includes the regular budget of \$534.6 million: \$16,928,000;

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

- (1) Political and strategic leadership and organizational backstopping provided as regards relations with Member States, UN system organizations and other intergovernmental organizations, as well as National Commissions and field offices;

Priority Africa

- (1) Impact and visibility of UNESCO's programmes in Africa strengthened through enhanced coordination and monitoring of the Operational Strategy for Priority Africa (2014-2021), and better understanding of Africa's development opportunities and challenges;
- (2) Support to Priority Africa enhanced through increased and more efficient strategic partnerships with public and private stakeholders;

External Relations

- (1) Cooperation with Member States increased, particularly through their Permanent Delegations to UNESCO and the established groups of Member States at UNESCO; better access to information tools and material provided; quality of online content improved;
- (2) Contribution of National Commissions to the implementation and review of UNESCO's programmes at different levels improved and made more effective through regular consultations, interactions and capacity-building activities;
- (3) UNESCO's contribution to the United Nations system in the context of the UN reform articulated and strengthened at the global, regional and country level.

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

The General Conference

1. *Authorizes the Director-General:*

- (a) to continue implementing during the period 2020-2021 the UNESCO Priority Gender Equality Action Plan for 2014-2021 (GEAP II) – developed in accordance with the relevant decisions of the governing bodies and informed by the findings and recommendations of the external evaluation of the implementation of Priority Gender Equality through a consultative and participatory process – ensuring the consistency and complementarity of efforts to promote gender equality and the empowerment of women through a coordinating and monitoring mechanism, with the corresponding expected results set for 2020-2021 in order to:
 - (i) support senior management of the Secretariat and governing bodies in strengthening UNESCO's normative and policy frameworks and strategic documents on gender equality and the empowerment of women;
 - (ii) lead and coordinate UNESCO's programming efforts to promote gender equality with a systematic focus on strengthening commitment, competence and capacity for the effective implementation of this priority in planning, programming, implementation and monitoring/evaluation;
 - (iii) further strengthen and institutionalize the United Nations-endorsed two-pronged approach to gender equality: gender-specific programming, focusing on women's and men's social, political and economic empowerment as well as transforming norms of masculinity and femininity towards gender equality; and mainstreaming gender equality considerations in policies, programmes and initiatives;
 - (iv) assist programmes in addressing deepening inequalities when gender intersects with other factors such as socio-economic status, ethnicity, age and location, taking into consideration regional specificities;
 - (v) support the improved collection and analysis of sex-disaggregated data by major programmes and the UNESCO Institute for Statistics (UIS) to support evidence-based policy-making and programming;
 - (vi) provide strategic and technical guidance for gender mainstreaming in five critical areas: accountability; results-based mainstreaming for gender equality; monitoring and reporting; capacity development; and coherence, coordination and knowledge and information management;
 - (vii) provide strategic leadership and backstopping concerning UNESCO's participation in the United Nations work and reform processes pertaining to gender equality and the empowerment of women at the global, regional and country levels within the 2030 Agenda for Sustainable Development;
 - (viii) monitor the prioritization of the Global Priority Gender Equality at all stages of programming and at all programme levels, for both regular and extrabudgetary activities;

- (ix) further improve staff capacities to effectively mainstream gender equality into operations through ongoing capacity development and training;
 - (x) continue to strengthen the skills and competence of the Gender Focal Point Network to ensure improved management and delivery of both gender mainstreaming and gender-specific programming across programme sectors;
 - (xi) provide technical advice to the Bureau of Human Resources Management (HRM) on gender-responsive human resources and staff policies, including equal career opportunities for staff and appropriate working arrangements to balance work and life, while gradually increasing the representation of women at decision-making levels within the Secretariat to achieve gender parity, and monitor gender parity in the Secretariat;
 - (xii) promote the visibility of UNESCO's actions through reporting on and communication of gender equality results;
 - (xiii) coordinate and strengthen existing partnerships and networks and develop new and innovative ones – both internal and external – through advocacy for and engagement in policy dialogue for championing the rights of girls and women, gender equality and the empowerment of women both within the Secretariat and with other stakeholders, including relevant networks of the Organization, such as UNESCO Chairs and National Commissions, civil society organizations, particularly women's groups, academia and the private sector;
 - (xiv) consult and collaborate with relevant United Nations agencies, particularly UN Women, and other multilateral and bilateral organizations to forge partnerships and engage in actions to promote gender equality and the empowerment of women;
 - (xv) represent UNESCO in meetings and conferences organized by United Nations agencies, multilateral and bilateral organizations and civil society organizations on issues pertaining to gender equality and the empowerment of women;
 - (xvi) represent UNESCO at sessions of the United Nations Commission on the Status of Women (CSW) and Committee on the Elimination of Discrimination against Women (CEDAW);
 - (xvii) lead UNESCO's contribution to United Nations interagency work on gender equality and women's empowerment in UNESCO domains;
- (b) to allocate for this purpose, for the period 2020-2021, the integrated budget amount under all sources of funds of :
- In the case of the budget scenario which includes the regular budget of \$507 million, \$518 million or \$523.6 million: \$1,916,300;
 - In the case of the budget scenario which includes the regular budget of \$534.6 million: \$1,924,300.
2. *Requests* the Director-General to report periodically to the governing bodies, in the statutory reports, on the execution of the programme adopted by the General Conference and the achievement of the following expected results:
- (1) A systematic and comprehensive contribution to gender equality and women's empowerment through a transformative perspective is ensured in UNESCO's areas of expertise;
 - (2) UNESCO is positioned as a visible actor at the international, regional and country levels in promoting gender equality in all its fields of competence, including through advocacy, networking and innovative partnerships;
 - (3) Equal career opportunities for staff and parity at the decision-making level are promoted by UNESCO's organizational culture.

Draft resolution for Strategic planning

The General Conference

1. *Authorizes the Director-General:*

- A. to continue implementing during the period 2020-2021 the plan of action for strategic planning, in order to:
 - (a) carry out programming, monitoring and reporting functions in compliance with the strategic orientations and the programming framework and priorities set by the governing bodies and the Director-General by:
 - (i) coordinating the preparation, in close cooperation with all Secretariat units, of the Organization's future Medium-Term Strategy for 2022-2029 (41 C/4) and the quadrennial Programme and Budget for 2022-2025 (41 C/5), ensuring: 1) compliance with relevant global, regional and national priorities, the guidance provided by the governing bodies and the Director-General's directives; 2) enhanced intersectoral collaboration and programme integration; and, 3) alignment with the principles of results-based management and budgeting (RBM and RBB), and the integrated budget framework;
 - (ii) facilitating future-oriented reflection and debates on emerging trends in the areas of UNESCO's competence, and providing support to the work of the Director-General High-level Group of experts to inform the Organization's future Strategy and programmes;
 - (iii) coordinating the monitoring of the Approved Programme and Budget implementation, and of the programme performance assessment exercises, and formulating as necessary recommendations to the Director-General on related matters, including on corrective measures; preparing the Director-General's report on programme implementation (EX/4), including the Strategic Results Report 2020 to help inform discussions on future programme developments; and coordinating the preparation of key strategic documents, and reports on the follow-up to the decisions of the governing bodies (EX/5);
 - (iv) coordinating and monitoring UNESCO's strategic and programmatic contribution to the implementation of the 2030 Agenda for Sustainable Development; and, in the framework of the UN reform, participating in UN discussions on programme-related issues in relevant interagency groups, and providing support to field offices for common country programming and the elaboration of regional strategies;
 - (v) providing guidance and developing methodologies and tools to support effective and efficient strategic planning, programming, budgeting, monitoring and reporting including for the continuous adaptation of the results-based management and budgeting (RBM/RBB) methodology;

- (b) maintain and enhance cooperation with public and private donors and partners by:
 - (i) coordinating the Organization's Comprehensive Partnership Strategy, and each biennial resource mobilization strategy, that are essential to strengthen the impact and visibility of the programme;
 - (ii) engaging with public and private partners including key interlocutors from civil society. This includes: ensuring the stewardship of existing public and private partnerships with a view to bringing them to scale and promoting long term, strategic alliances; pro-actively prospecting for new donors and partners to diversify and expand UNESCO's donor base; providing backstopping and guidance to the programme sectors, including field offices, and category 1 institutes and centres in support of their efforts to engage with partners and mobilize resources;
 - (iii) contributing to the creation of a stronger enabling environment for resource mobilization by: strengthening staff capacities; organizing structured financing dialogues and other donor consultations; elaborating knowledge resources; and refining systems and processes to make them ever more conducive to efficient engagement with partners and managing donor agreements and reporting;
 - (iv) overseeing the implementation of the revised integrated comprehensive strategy for category 2 institutes and centres, providing advice and guidance as required and working with the programme sectors to ensure compliance with and effective implementation of the strategy;
 - (v) strengthening cooperation and partnership with non-governmental organizations and civil society actors to enhance synergies and programme delivery.

B. to allocate for this purpose, for the period 2020-2021, the integrated budget amount under all sources of funds of:

- In the case of the budget scenario which includes the regular budget of \$507 million, \$518 million or \$523.6 million: \$11,592,400;
- In the case of the budget scenario which includes the regular budget of \$534.6 million: \$11,592,400.

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

- (1) Programming, monitoring and reporting functions carried out in line with UNESCO's results-based management and budgeting approach and in compliance with the strategic orientations and the programming framework and priorities set by the governing bodies and the Director-General;
- (2) Partnerships strengthened, house-wide coordination of resource mobilization ensured with particular emphasis on achieving better alignment, predictability, flexibility and transparency in the way the Organization is resourced, as well as promoting donor diversification;

Draft resolution for Public information

The General Conference

1. *Authorizes the Director-General:*

- A. to continue implementing during the period 2020-2021 the plan of action for public information in order to:
 - (a) develop UNESCO's public information, and to that end:
 - (i) produce multimedia editorial content reflecting the Organization's programme and activities, and disseminate it through the Organization's various channels (Internet and social media);
 - (ii) reinforce collaboration with the media and promote media opportunities for UNESCO leaders and experts;
 - (iii) monitor and qualitatively and quantitatively analyse media coverage;
 - (iv) develop communications partnerships to create multiplier effects and strengthen UNESCO's image;
 - (v) develop public information at Headquarters, in particular by reorganizing the visitors' service;
 - (vi) produce events enabling the Organization's relations with its target audiences to be maintained;
 - (vii) by means of the Publications Board, ensure the quality and relevance of publications, intellectual products of the Organization;
 - (viii) develop the dissemination of publications by developing co-publishing partnerships and improving the online sales mechanism;
 - (ix) pursue the open-access policy to provide current, future and past content in an available format compatible with the concept;
 - (x) publish quarterly and in six languages the UNESCO Courier in print and digital versions with the extrabudgetary funds allocated for that purpose;
 - (xi) coordinate the celebration of World Book and Copyright Day and all activities connected to the World Book Capital;
 - (xii) continue to provide the book and gift shop services, ensuring that they meet customers' needs;
 - (xiii) consolidate the overall integrated web platform and the management of the websites UNESCO.org, UNESCO.int and UNESCOMMUNITY so as to meet the needs of the audiences concerned;
- B. to allocate for this purpose for the period 2020-2021, the integrated budget amount under all sources of funds of :

- In the case of the budget scenario which includes the regular budget of \$507 million, \$518 million or \$523.6 million: \$13,522,800
- In the case of the budget scenario which includes the regular budget of \$534.6 million: \$13,560,100.

2. *Requests* the Director-General to report periodically to the governing bodies, in the statutory reports, on the execution of the programme adopted by the General Conference and the achievement of the following expected results:
 - (1) UNESCO's activities and priorities adequately portrayed through its own production of texts, images, infographics and video, disseminated on its various platforms, cross-promoted, and largely covered by national and international media outlets as well as web and social media platforms inducing better knowledge of UNESCO's mission and mandate;
 - (2) UNESCO's institutional image enhanced through the creation and management of ecosystems of partners (media, sponsors, implementing agents) leading to communication campaigns, communication and marketing projects, Headquarters public information and special events;
 - (3) UNESCO's intellectual contributions promoted through high-quality publications, including the *UNESCO Courier*, produced and disseminated under the open-access policy and in close cooperation with publishing partners to ensure wide audiences; UNESCO's name and logo valued, protected and promoted through branding and merchandizing initiatives; books and reading celebrated and promoted through the celebration of World Book and Copyright Day and the World Book Capital programme;
 - (4) Dissemination of knowledge and information facilitated via the integrated web content management platform in multiple languages serving the different audiences.

Participation Programme and Fellowships

10100

Draft resolution for the Participation Programme and Fellowships Programme

The General Conference

A – Participation Programme

1. *Authorizes* the Director-General to continue implementing, during the period 2020-2021, the Programme of Participation in the activities of Member States, in accordance with the principles and conditions approved by the General Conference at its 40th session;
2. *Invites* the Director-General:
 - (a) to communicate without delay, in order to enhance the presentation, follow-up to and evaluation of the projects submitted under the Participation Programme, to the National Commissions for UNESCO or, where there is no National Commission, through the designated government channel, the reasons for modifying or denying the requested amounts;
 - (b) to inform the National Commissions, or where there is no National Commission, the designated government channel, of all projects and activities undertaken by international non-governmental organizations in their respective countries with support from the Participation Programme;
 - (c) to provide to the Executive Board at every autumn session a report containing the following information:
 - (i) a list of the projects approved under the Participation Programme and those under emergency assistance, together with the amounts approved to finance them, and any other costs and support connected with them;
 - (ii) with regard to international non-governmental organizations, a list drawn up along the same lines as that provided for in (i) above;
 - (d) to ensure that the percentage of the Participation Programme funds for emergency assistance, international non-governmental organizations and regional activities does not exceed 7%, 5% and 3% respectively of the allocated amount for the Participation Programme for a given biennium;
 - (e) to seek extrabudgetary funds to supplement the emergency assistance programme for 2020-2021 as needed;
 - (f) to identify ways and means of strengthening the Participation Programme in the forthcoming biennium for the benefit of the least developed countries (LDCs), developing countries, post-conflict and post-disaster countries, small island developing States (SIDS) and countries in transition;
3. *Requests* the Director-General to report periodically to the governing bodies, in the statutory reports, on the execution of the programme adopted by the General Conference and the achievement of the following expected result:

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

B – Fellowships Programme

1. *Authorizes* the Director-General to continue implementing, during the period 2020-2021, the plan of action for the Fellowships Programme in order to:
 - (a) contribute to the enhancement of human resources and national capacity building in areas that are closely aligned to UNESCO's strategic objectives and programme priorities, in particular Africa and gender equality, through the award and administration of fellowships;
 - (b) negotiate cost-sharing arrangements either in cash or in kind with interested donors to fund fellowships through co-sponsored fellowship programmes;
 - (c) explore possibilities of strengthening the Fellowships Programme through partnerships with civil society and non-governmental organizations;
2. *Requests* the Director-General to report periodically to the governing bodies, in the statutory reports, on the execution of the programme adopted by the General Conference and the achievement of the following expected result:
 - (1) Thematic areas aligned to strategic objectives of the Organization. Fellowship beneficiaries (in particular from Africa and LDCs) empowered in programme priority areas through sharing of knowledge and upgrading of skills at the graduate and postgraduate levels;

C – Appropriation for the Participation Programme and Fellowships Programme

1. *Authorizes* the Director-General:
 - (a) to allocate for the period 2020-2021 for the Participation Programme the integrated budget amount under all sources of funds of :
 - In the case of the budget scenario which includes the regular budget of \$507 million, \$518 million or \$523.6 million: \$11,025,200;
 - In the case of the budget scenario which includes the regular budget of \$534.6 million: \$11,081,100;
 - (b) to allocate also for the period 2020-2021 for the Fellowships Programme in order to honour UNESCO obligations under cost-sharing arrangements with donors in the framework of the co-sponsored fellowships programmes the integrated budget amount under all sources of funds of:
 - In the case of the budget scenario which includes the regular budget of \$507 million, \$518 million or \$523.6 million: \$842,100;
 - In the case of the budget scenario which includes the regular budget of \$534.6 million: \$842,100;
 - (c) to allocate further for the period 2020-2021 for staff and operating costs of the Participation Programme and Fellowships Programme unit the integrated budget amount under all sources of funds of:
 - In the case of the budget scenario which includes the regular budget of \$507 million, \$518 million or \$523.6 million: \$1,580,700;
 - In the case of the budget scenario which includes the regular budget of \$534.6 million: \$1,580,700.

11000

Draft resolution for the Sector for Administration and Management

The General Conference

1. *Authorizes* the Director-General:

- A. to implement during the period 2020-2021 the plan of action for the Sector for Administration and Management in order to:
 - (a) provide a revised structure for the services within the Sector for Administration and Management and implement modernized management policies with the intention to better support UNESCO's programme implementation, to increase effectiveness and service quality, eliminate duplication, and increase clarity of responsibility and accountability;

Human Resources Management

- (b) assess periodically the progress made in the implementation of the human resources management strategy for 2017-2022, adjusting its action plan, as and if required, in line with organizational priorities and financial and human resources allocated;
- (c) pursue the implementation of human resources policies, and revise them as required, to ensure that they effectively enable and support UNESCO's programme operations – in particular ensuring quality recruitment and enhancing geographical mobility – while paying special attention to the improvement of geographical distribution and gender balance as well as the need for harmonization with the United Nations common system;
- (d) implement innovative and relevant learning and development programmes with particular emphasis on the enhancement of managerial, leadership and partnership competencies;
- (e) promote a culture of results-oriented management ensuring engagement and exchange in support of performance management;

Financial Management

- (f) providing budget administration of the C/5 integrated budgets;
- (g) undertake regular budget monitoring;
- (h) keep proper books of accounts;
- (i) conduct treasury and financial control functions effectively and efficiently in compliance with the Financial Regulations and Financial Rules;

Operational Support and the support for the organization of conferences, languages and documents

- (j) provide support for the effective implementation of UNESCO's programmes and ensure the appropriate management of the common support services, namely:
- (k) assist Headquarters and Field Offices in relation to procurement advise and policy, management of premises and related facilities;
- (l) management of conferences, translation, interpretation and production and distribution of documents and publications.;

Organization-wide knowledge management

- (m) enhance further Organization-wide knowledge management;

ICT infrastructure and operations

- (n) ensure the optimum management of information systems and communications, aimed at enabling the efficient and effective implementation of UNESCO's programmes;

Management of security and safety

- (o) reinforce security arrangements at Headquarters;
 - (p) pursue the implementation of the UNESCO Security and Safety Action Plan, in accordance with 185 EX/Decision 30 and 199 EX/Decision 17 and with the recommendations of the Headquarters Committee; and
 - (q) find budgetary adjustments to support the smooth execution of the Plan in question;
- B. to allocate for this purpose, for the period 2020-2021, the integrated budget amount under all sources of funds of:
- In the case of the budget scenario which includes the regular budget of \$507 million, \$518 million or \$523.6 million: \$140,344,800;
 - In the case of the budget scenario which includes the regular budget of \$534.6 million: \$142,698,500;
2. *Requests* the Director-General to report periodically to the governing bodies, in the statutory reports, on the execution of the programme adopted by the General Conference and the achievement of the following expected results:

Office of the ADG of the Administration and Management Sector

- (1) Management policies modernized;
- (2) Administrative and operational structures reviewed;

Human Resources Management

- (1) Action plan for the human resources management strategy for 2017-2022 developed and implemented;
- (2) Staff capabilities strengthened, ensuring high performance and excellence;
- (3) Enabling and engaging work environment created;

Financial Management

- (1) Informed decision-making improved through budget administration and financial reporting;
- (2) Organization's ability to implement robust internal controls strengthened;
- (3) Effective operational services provided and financial management capacity strengthened;

Operational Support and support to the organization of conferences, languages and documents

- (1) Greater efficiencies and value for money achieved;
- (2) Multilingualism and quality assurance of translation and document services ensured;
- (3) Ergonomic and more accessible work environment ensured;

Organization-wide knowledge management

- (1) Programme delivery enhanced through better use of institutional memory, knowledge management and innovative ICT solutions;

ICT infrastructure and operations

- (1) Programme delivery enabled through the provision of a robust and reliable ICT infrastructure;

Management of security and safety

- (1) Safety and security of the work environment enhanced.



United Nations
Educational, Scientific and
Cultural Organization

2018-2021

40 C/5

Volume 2

**DRAFT
PROGRAMME AND
BUDGET**

Second biennium 2020-2021



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40 C/5 Draft – Volume 2

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Preface

The Draft Programme and Budget for 2020-2021 (40 C/5) is the second part of the quadrennial Programme adopted by the General Conference at its 39th session (39 C/5). It will close the cycle of the Organization's Medium-Term Strategy for 2014-2021 (37 C/4).

In keeping with the decision of the Executive Board at its 205th session, draft document 40 C/5 has been drawn up within an integrated budget framework; it presents four budget scenarios, as requested by the Member States. Taking into account the carry forward of \$11 million in unspent regular budget funds under the 38 C/5 expenditure plan as approved by the Executive Board, two scenarios have been identified as the most coherent: these scenarios are based on budgets of respectively \$518 million and \$534.6 million for the regular programme.

UNESCO's added value, which lies primarily in its unique experience and expertise in the areas of its mandate, makes it one of the most capable actors to respond to the challenges of today's world through education, culture, the sciences, communication and information. The budget is a key tool in the implementation of this mandate, to achieve by 2030 the Sustainable Development Goals set by the United Nations, for sustainable peace and development. This draft document (40 C/5) must also fully incorporate the work of the Organization in the reform process initiated by the United Nations Secretary-General.

The repositioning of UNESCO involves first of all reaffirming its core activities: the Organization's mandate, embodied in the various programme sectors, which respond to some of the most pressing issues of our time: the education of girls and women and the most vulnerable; universal access to information and scientific knowledge; promotion of knowledge systems and the diversity of cultural expressions; the safety of journalists; and so many others.

This ambition also requires that our budget can be used for strong initiatives that respond, within the framework of our mandate, to cross-cutting and contemporary challenges, such as our global priorities Africa and gender equality, of course, as well as reflection on the impact of artificial intelligence and the "Revive the Spirit of Mosul" initiative. These initiatives should enable UNESCO to use its mandate in a cross-cutting way, focusing on future challenges.

One of the key thrusts of draft document 40 C/5 is to continue to increase extrabudgetary resources: it aims to increase them by 30%. Between 2017 and 2018, these resources increased from \$246 million to \$314 million as a result of an ambitious partnership strategy that brought us closer to key partners such as the European Union. However, the share of non-earmarked voluntary contributions remains low.

The foundation on which UNESCO is built, however, must be its regular budget from Member States' assessed contributions. The regular budget is essential because it guarantees neutrality and the universal reach of the mandate.

This situation gives cause for concern. With a steady decrease in Member States' assessed contributions over the past several years, UNESCO has lost 39% of its budget in real terms in 17 years, and more than 30% in the last six years, between documents 36 C/5 and 39 C/5. In addition, to finance the

establishment of the resident coordinators, the United Nations development system is requesting the doubling of UNESCO's structural contribution, which represents an additional \$4.5 million at least per biennium. The Organization also has to face other budgetary challenges: statutory increases in staff costs, compensation for inflation, and necessary technical adjustments, such as the upgrading of security in the field.

It is the consideration of all these irreducible expenses that is reflected in the proposed budget of \$534.6 million. This scenario alone ensures that the programme will be maintained at its current level between documents 39 C/5 and 40 C/5.

We must also open a discussion on the issue of investment, which has so far been absent from the budget documents. We must now consider establishing a master investment plan for the next 10 years, which will enable the long-term planning of and response to the Organization's future obligations in terms of capital. The main areas concerned by this capital expenditure are known: information and communication technologies, physical security and cyber security. Investment in these areas is needed to reduce the risks and vulnerabilities of our current environment and to ensure the safety of delegates and staff; it is also needed to ensure the upkeep of the Organization's physical infrastructure in order to avoid incurring the significant costs of repairing deteriorated and poorly maintained structures.

The Organization's central services must also be funded. UNESCO's support functions are an integral part of our programmes. Good communication is a decisive factor in the success of a project, and a positive image of the Organization helps to attract more extrabudgetary resources; administrative efficiency is essential for the implementation of effective action. Central services, however, have been particularly affected in recent years. Since the budget crisis began in 2011, one third of the posts in the central services have been cut. At the same time, this revaluation of the work of central services must be accompanied by the Organization's efforts to ensure greater efficiency. This is the challenge posed by the modernization of the Organization within the framework of the strategic transformation and, in particular, by the creation of a new Sector for Administration and Management.

The strengthening of UNESCO's role in the implementation of the 2030 Agenda, programme quality and impact, UNESCO's integration in the United Nations reform process, and the continuity of its action in the service of its Member States and the international community all depend on appropriate funding.

It is for these reasons that the scenario of a \$534.6 million budget, which would also be part of the generally favourable framework of a new scale for Member States' assessed contributions, seems the most coherent. This scenario will enable UNESCO to consolidate its gains by achieving the objectives set in 2014 in the Medium-Term Strategy for 2014-2021 (37 C/4), while also giving the Organization renewed impetus, strengthening its programmes and institutional systems, and thus providing a solid basis for the Medium-Term Strategy for 2022-2029 (41 C/4).

Summary of integrated budget resources by operational and staff budget and by source of funds

Summary – Integrated budget based on the Appropriated regular programme budget of \$507 million

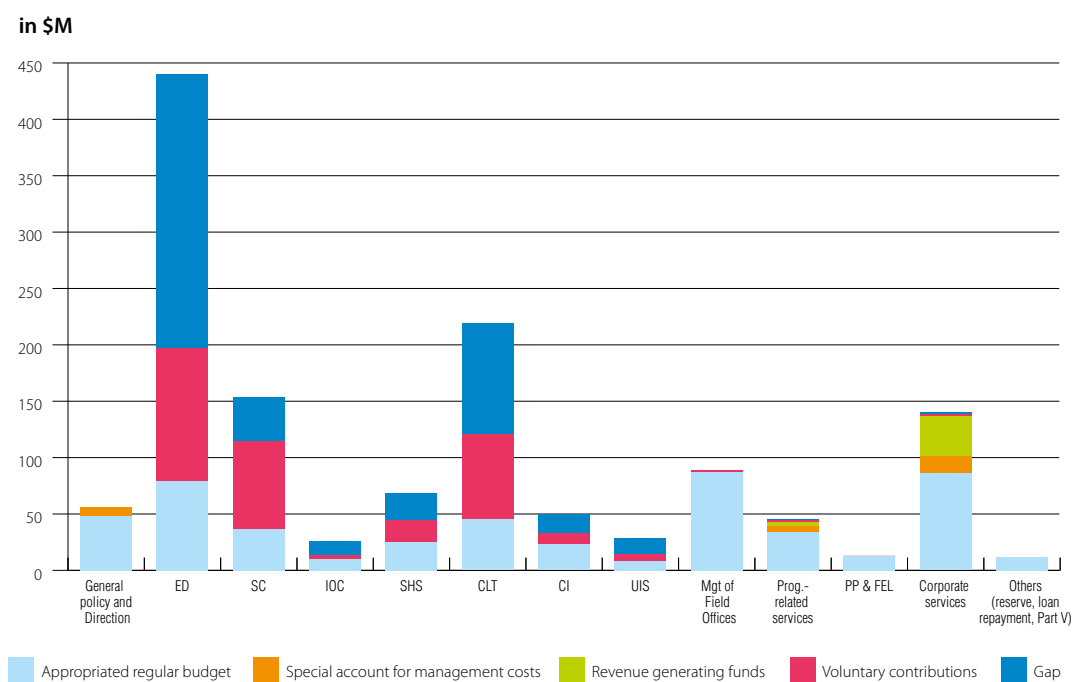
PART	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$507M	Special account for management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
PART I – GENERAL POLICY AND DIRECTION									
A. Governing bodies	8 461 100	2 184 400	10 645 500	10 645 500	–	–	–	–	10 645 500
B. Direction	2 242 200	20 010 600	22 252 800	13 974 300	8 278 500	–	–	–	22 252 800
C. Participation in the Joint Machinery of the United Nations System	23 155 400	–	23 155 400	23 155 400	–	–	–	–	23 155 400
TOTAL, PART I	33 858 700	22 195 000	56 053 700	47 775 200	8 278 500	–	–	–	56 053 700
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES									
A. Programmes									
Education	386 470 300	54 093 900	440 564 200	78 864 200	–	–	118 206 000	243 494 000	440 564 200
Natural Sciences	125 479 300	28 833 800	154 313 100	36 597 600	–	–	78 256 600	39 458 900	154 313 100
Intergovernmental Oceanographic Commission	17 925 700	8 110 700	26 036 400	10 276 200	–	–	2 600 000	13 160 200	26 036 400
Social and Human Sciences	47 859 700	19 351 100	67 210 800	24 710 800	–	–	18 519 000	23 981 000	67 210 800
Culture	183 044 000	35 839 100	218 883 100	44 871 300	–	–	75 906 000	98 105 800	218 883 100
Communication and Information	31 541 900	18 669 600	50 211 500	22 847 500	–	–	10 495 000	16 869 000	50 211 500
UNESCO Institute for Statistics (UIS)	29 013 600	–	29 013 600	7 814 800	–	–	6 487 000	14 711 800	29 013 600
Management of Field Offices	33 840 600	55 921 800	89 762 400	87 425 300	–	141 800	1 995 300	200 000	89 762 400
Supplementary funding for the Field Network Reform	–	–	–	–	–	–	–	–	–
Total, II.A	855 175 100	220 820 000	1 075 995 100	313 407 700	–	141 800	312 464 900	449 980 700	1 075 995 100
B. Programme-related services									
1 Sector for Priority Africa and External Relations									
A Office of the ADG and Field Coordination	261 000	2 151 500	2 412 500	2 412 500	–	–	–	–	2 412 500
B Coordination and monitoring of action to benefit Africa	1 052 500	3 256 300	4 308 800	3 702 900	–	–	605 900	–	4 308 800
C External relations	1 687 600	8 453 500	10 141 100	9 521 100	–	400 000	–	220 000	10 141 100
Subtotal, II.B.1	3 001 100	13 861 300	16 862 400	15 636 500	–	400 000	605 900	220 000	16 862 400
2 Coordination and monitoring of action to implement Gender Equality	302 200	1 614 100	1 916 300	1 916 300	–	–	–	–	1 916 300
3 Strategic planning	864 900	10 727 500	11 592 400	6 837 700	4 754 700	–	–	–	11 592 400
4 Public information	4 955 300	8 567 500	13 522 800	9 217 800	–	3 105 000	–	1 200 000	13 522 800
Total, II.B	9 123 500	34 770 400	43 893 900	33 608 300	4 754 700	3 505 000	605 900	1 420 000	43 893 900
C. Participation Programme and Fellowships									
	12 049 300	1 398 700	13 448 000	13 328 000	–	–	120 000	–	13 448 000
TOTAL, PART II	876 347 900	256 989 100	1 133 337 000	360 344 000	4 754 700	3 646 800	313 190 800	451 400 700	1 133 337 000

1 The Appropriated regular programme budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

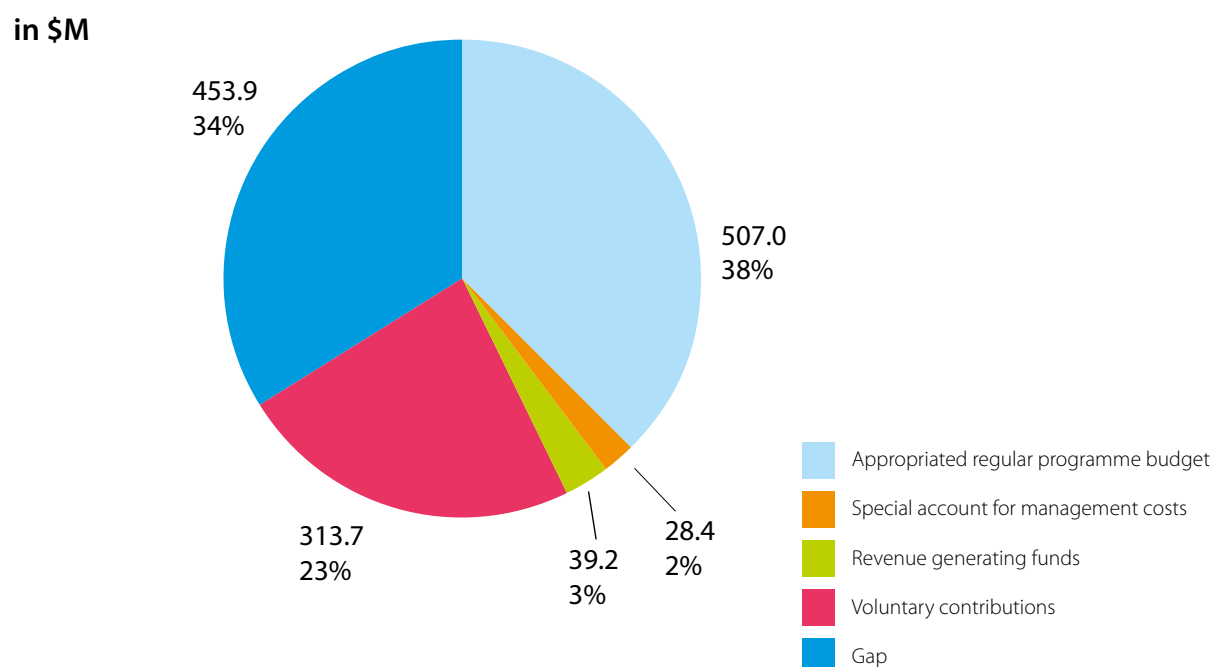
PART	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$507M	Special account for management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
PART III – CORPORATE SERVICES									
Sector for Administration and Management									
A Office of the ADG of the Administration and Management Sector	264 100	1 702 200	1 966 300	1 089 400	741 900	–	135 000	–	1 966 300
B Human resources management	17 988 100	14 358 000	32 346 100	23 933 600	6 242 500	200 000	–	1 970 000	32 346 100
C Financial management	1 182 800	14 210 300	15 393 100	9 887 900	5 395 200	–	110 000	–	15 393 100
D Management of support services	27 878 400	30 621 700	58 500 100	26 890 900	–	31 259 200	–	350 000	58 500 100
E Organization-wide knowledge management	1 150 300	9 324 000	10 474 300	10 024 300	–	–	300 000	150 000	10 474 300
F ICT Infrastructure and Operations	696 700	7 003 600	7 700 300	4 738 700	2 961 600	–	–	–	7 700 300
G Management of security and safety	2 329 200	11 635 400	13 964 600	9 849 600	–	4 115 000	–	–	13 964 600
TOTAL, PART III	51 489 600	88 855 200	140 344 800	86 414 400	15 341 200	35 574 200	545 000	2 470 000	140 344 800
TOTAL, PARTS I - III	961 696 200	368 039 300	1 329 735 500	494 533 600	28 374 400	39 221 000	313 735 800	453 870 700	1 329 735 500
Reserve for Staffing Adjustments	–	1 000 000	1 000 000	1 000 000	–	–	–	–	1 000 000
Reserve for the After Service Health Insurance long-term liability (ASHI)	–	3 314 800	3 314 800	3 314 800	–	–	–	–	3 314 800
PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING									
	3 366 300	–	3 366 300	3 366 300	–	–	–	–	3 366 300
PART V – ANTICIPATED COST INCREASES AND CONTINGENCIES									
	585 300	4 200 000	4 785 300	4 785 300	–	–	–	–	4 785 300
TOTAL, PARTS I-V	965 647 800	376 554 100	1 342 201 900	507 000 000	28 374 400	39 221 000	313 735 800	453 870 700	1 342 201 900
Offsetting related to management costs recovery from voluntary contributions			(28 374 400)						(28 374 400)
Offsetting related to the estimated internal charge back for Revenue-generating Funds			(12 359 200)						(12 359 200)
TOTAL BUDGET			1 301 468 300						1 301 468 300

¹ The Appropriated regular programme budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Integrated budget by Programme Sector and by main part of the budget (based on Appropriated regular programme budget of \$507M)



Total Draft 40 C/5 budget by source of funds (before offsetting adjustments)



Summary – Integrated budget based on the Appropriated regular programme budget of \$518 million

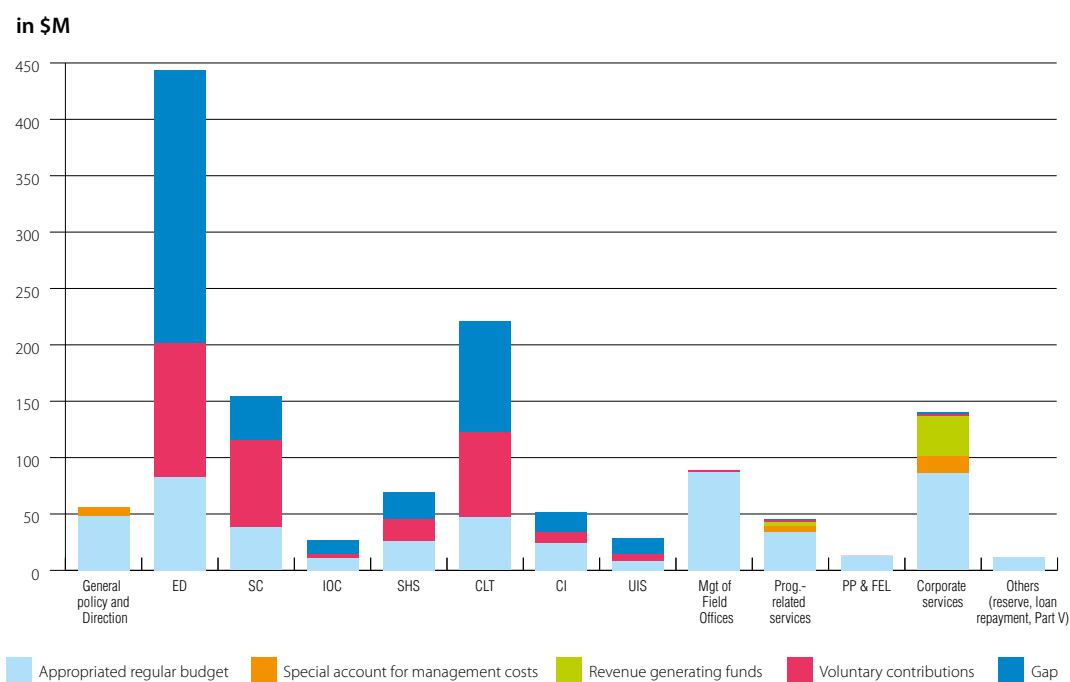
PART	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$518M	Special account for management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
PART I – GENERAL POLICY AND DIRECTION									
A. Governing bodies	8 461 100	2 184 400	10 645 500	10 645 500	–	–	–	–	10 645 500
B. Direction	2 242 200	20 010 600	22 252 800	13 974 300	8 278 500	–	–	–	22 252 800
C. Participation in the Joint Machinery of the United Nations System	23 155 400	–	23 155 400	23 155 400	–	–	–	–	23 155 400
TOTAL, PART I	33 858 700	22 195 000	56 053 700	47 775 200	8 278 500	–	–	–	56 053 700
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES									
A. Programmes									
Education	390 327 200	54 093 900	444 421 100	82 721 100	–	–	118 206 000	243 494 000	444 421 100
Natural Sciences	127 273 800	28 833 800	156 107 600	38 392 100	–	–	78 256 600	39 458 900	156 107 600
Intergovernmental Oceanographic Commission	18 264 600	8 271 700	26 536 300	10 776 100	–	–	2 600 000	13 160 200	26 536 300
Social and Human Sciences	49 050 800	19 351 100	68 401 900	25 901 900	–	–	18 519 000	23 981 000	68 401 900
Culture	185 197 700	35 839 100	221 036 800	47 025 000	–	–	75 906 000	98 105 800	221 036 800
Communication and Information	32 673 000	18 669 600	51 342 600	23 978 600	–	–	10 495 000	16 869 000	51 342 600
UNESCO Institute for Statistics (UIS)	29 393 800	–	29 393 800	8 195 000	–	–	6 487 000	14 711 800	29 393 800
Management of Field Offices	33 840 600	55 921 800	89 762 400	87 425 300	–	141 800	1 995 300	200 000	89 762 400
Supplementary funding for the Field Network Reform	–	–	–	–	–	–	–	–	–
Total, II.A	866 021 500	220 981 000	1 087 002 500	324 415 100	–	141 800	312 464 900	449 980 700	1 087 002 500
B. Programme-related services									
1 Sector for Priority Africa and External Relations									
A Office of the ADG and Field Coordination	261 000	2 151 500	2 412 500	2 412 500	–	–	–	–	2 412 500
B Coordination and monitoring of action to benefit Africa	1 052 500	3 256 300	4 308 800	3 702 900	–	–	605 900	–	4 308 800
C External relations	1 687 600	8 453 500	10 141 100	9 521 100	–	400 000	–	220 000	10 141 100
Subtotal, II.B.1	3 001 100	13 861 300	16 862 400	15 636 500	–	400 000	605 900	220 000	16 862 400
2 Coordination and monitoring of action to implement Gender Equality	302 200	1 614 100	1 916 300	1 916 300	–	–	–	–	1 916 300
3 Strategic planning	864 900	10 727 500	11 592 400	6 837 700	4 754 700	–	–	–	11 592 400
4 Public information	4 955 300	8 567 500	13 522 800	9 217 800	–	3 105 000	–	1 200 000	13 522 800
Total, II.B	9 123 500	34 770 400	43 893 900	33 608 300	4 754 700	3 505 000	605 900	1 420 000	43 893 900
C. Participation Programme and Fellowships	12 049 300	1 398 700	13 448 000	13 328 000	–	–	120 000	–	13 448 000
TOTAL, PART II	887 194 300	257 150 100	1 144 344 400	371 351 400	4 754 700	3 646 800	313 190 800	451 400 700	1 144 344 400
PART III – CORPORATE SERVICES									
Sector for Administration and Management									
A Office of the ADG of the Administration and Management Sector	264 100	1 702 200	1 966 300	1 089 400	741 900	–	135 000	–	1 966 300
B Human resources management	17 988 100	14 358 000	32 346 100	23 933 600	6 242 500	200 000	–	1 970 000	32 346 100
C Financial management	1 182 800	14 210 300	15 393 100	9 887 900	5 395 200	–	110 000	–	15 393 100
D Management of support services	27 878 400	30 621 700	58 500 100	26 890 900	–	31 259 200	–	350 000	58 500 100
E Organization-wide knowledge management	1 150 300	9 324 000	10 474 300	10 024 300	–	–	300 000	150 000	10 474 300
F ICT Infrastructure and Operations	696 700	7 003 600	7 700 300	4 738 700	2 961 600	–	–	–	7 700 300
G Management of security and safety	2 329 200	11 635 400	13 964 600	9 849 600	–	4 115 000	–	–	13 964 600
TOTAL, PART III	51 489 600	88 855 200	140 344 800	86 414 400	15 341 200	35 574 200	545 000	2 470 000	140 344 800
TOTAL, PARTS I-III	972 542 600	368 200 300	1 340 742 900	505 541 000	28 374 400	39 221 000	313 735 800	453 870 700	1 340 742 900

1 The Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

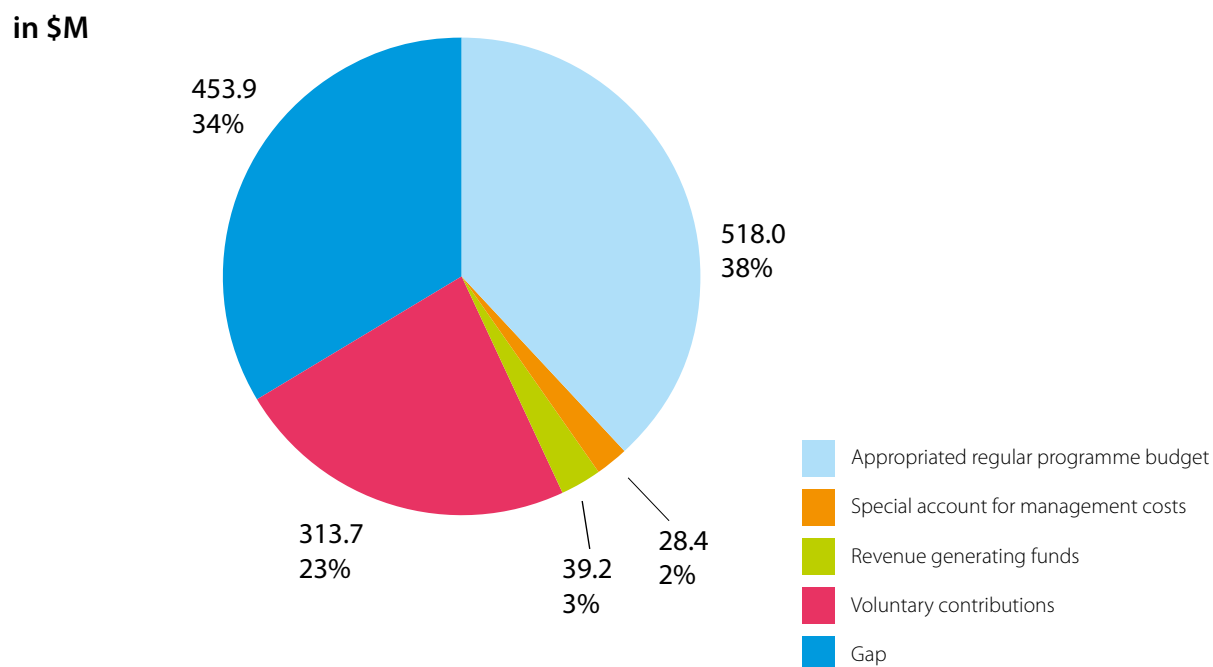
PART	Breakdown by operational and staff budget			Breakdown by source of funds					Total
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$518M	Special account for management costs	Revenue generating funds	Voluntary contributions	Gap	
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Reserve for Staffing Adjustments	–	1 000 000	1 000 000	1 000 000	–	–	–	–	1 000 000
Reserve for the After Service Health Insurance long-term liability (ASHI)	–	3 314 800	3 314 800	3 314 800	–	–	–	–	3 314 800
PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING	3 366 300	–	3 366 300	3 366 300	–	–	–	–	3 366 300
PART V – ANTICIPATED COST INCREASES AND CONTINGENCIES	577 900	4 200 000	4 777 900	4 777 900	–	–	–	–	4 777 900
TOTAL, PARTS I-V	976 486 800	376 715 100	1 353 201 900	518 000 000	28 374 400	39 221 000	313 735 800	453 870 700	1 353 201 900
Offsetting related to management costs recovery from voluntary contributions			(28 374 400)						(28 374 400)
Offsetting related to the estimated internal charge back for Revenue-generating Funds			(12 359 200)						(12 359 200)
TOTAL BUDGET			1 312 468 300						1 312 468 300

1 The Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Integrated budget by Programme Sector and by main part of the budget (based on Appropriated regular programme budget of \$518M)



Total Draft 40 C/5 budget by source of funds (before offsetting adjustments)



Summary – Integrated budget based on the Appropriated regular programme budget of \$523.6 million

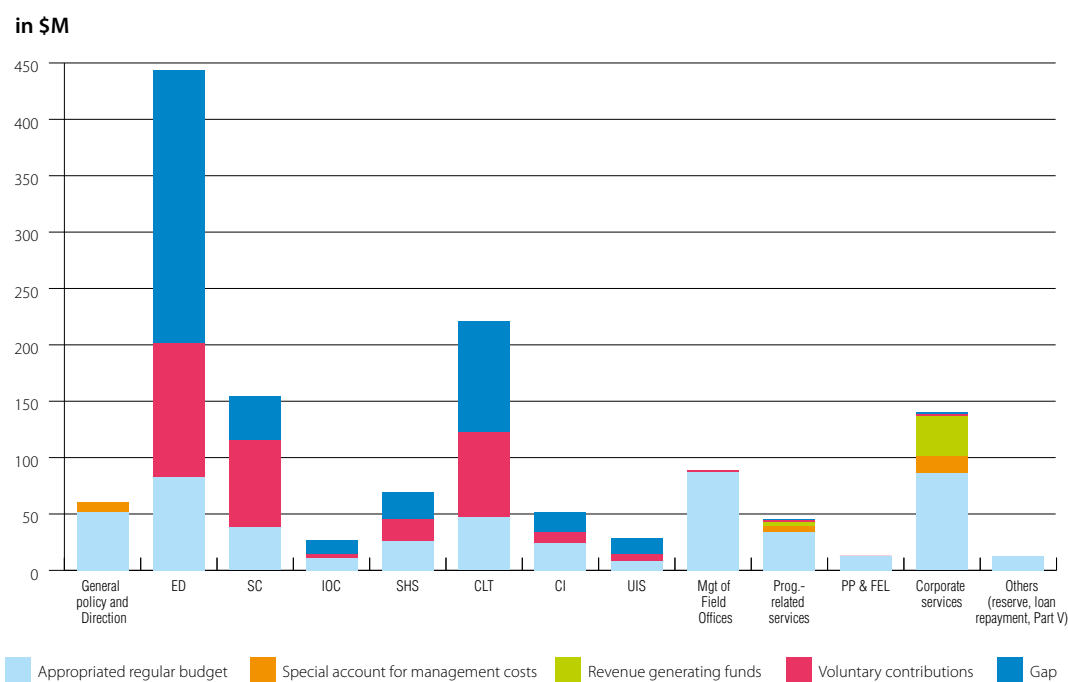
PART	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$523.6M	Special account for management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
PART I – GENERAL POLICY AND DIRECTION									
A. Governing bodies	8 461 100	2 184 400	10 645 500	10 645 500	–	–	–	–	10 645 500
B. Direction	2 242 200	20 010 600	22 252 800	13 974 300	8 278 500	–	–	–	22 252 800
C. Participation in the Joint Machinery of the United Nations System	27 726 800	–	27 726 800	27 726 800	–	–	–	–	27 726 800
TOTAL, PART I	38 430 100	22 195 000	60 625 100	52 346 600	8 278 500	–	–	–	60 625 100
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES									
A. Programmes									
Education	390 327 200	54 093 900	444 421 100	82 721 100	–	–	118 206 000	243 494 000	444 421 100
Natural Sciences	127 273 800	28 833 800	156 107 600	38 392 100	–	–	78 256 600	39 458 900	156 107 600
Intergovernmental Oceanographic Commission	18 264 600	8 271 700	26 536 300	10 776 100	–	–	2 600 000	13 160 200	26 536 300
Social and Human Sciences	49 050 800	19 351 100	68 401 900	25 901 900	–	–	18 519 000	23 981 000	68 401 900
Culture	185 197 700	35 839 100	221 036 800	47 025 000	–	–	75 906 000	98 105 800	221 036 800
Communication and Information	32 673 000	18 669 600	51 342 600	23 978 600	–	–	10 495 000	16 869 000	51 342 600
UNESCO Institute for Statistics (UIS)	29 393 800	–	29 393 800	8 195 000	–	–	6 487 000	14 711 800	29 393 800
Management of Field Offices	33 840 600	55 921 800	89 762 400	87 425 300	–	141 800	1 995 300	200 000	89 762 400
Supplementary funding for the Field Network Reform	–	–	–	–	–	–	–	–	–
Total, II.A	866 021 500	220 981 000	1 087 002 500	324 415 100	–	141 800	312 464 900	449 980 700	1 087 002 500
B. Programme-related services									
1 Sector for Priority Africa and External Relations									
A Office of the ADG and Field Coordination	261 000	2 151 500	2 412 500	2 412 500	–	–	–	–	2 412 500
B Coordination and monitoring of action to benefit Africa	1 052 500	3 256 300	4 308 800	3 702 900	–	–	605 900	–	4 308 800
C External relations	1 687 600	8 453 500	10 141 100	9 521 100	–	400 000	–	220 000	10 141 100
Subtotal, II.B.1	3 001 100	13 861 300	16 862 400	15 636 500	–	400 000	605 900	220 000	16 862 400
2 Coordination and monitoring of action to implement Gender Equality	302 200	1 614 100	1 916 300	1 916 300	–	–	–	–	1 916 300
3 Strategic planning	864 900	10 727 500	11 592 400	6 837 700	4 754 700	–	–	–	11 592 400
4 Public information	4 955 300	8 567 500	13 522 800	9 217 800	–	3 105 000	–	1 200 000	13 522 800
Total, II.B	9 123 500	34 770 400	43 893 900	33 608 300	4 754 700	3 505 000	605 900	1 420 000	43 893 900
C. Participation Programme and Fellowships	12 049 300	1 398 700	13 448 000	13 328 000	–	–	120 000	–	13 448 000
TOTAL, PART II	887 194 300	257 150 100	1 144 344 400	371 351 400	4 754 700	3 646 800	313 190 800	451 400 700	1 144 344 400
PART III – CORPORATE SERVICES									
Sector for Administration and Management									
A Office of the ADG of the Administration and Management Sector	264 100	1 702 200	1 966 300	1 089 400	741 900	–	135 000	–	1 966 300
B Human resources management	17 988 100	14 358 000	32 346 100	23 933 600	6 242 500	200 000	–	1 970 000	32 346 100
C Financial management	1 182 800	14 210 300	15 393 100	9 887 900	5 395 200	–	110 000	–	15 393 100
D Management of support services	27 878 400	30 621 700	58 500 100	26 890 900	–	31 259 200	–	350 000	58 500 100
E Organization-wide knowledge management	1 150 300	9 324 000	10 474 300	10 024 300	–	–	300 000	150 000	10 474 300
F ICT Infrastructure and Operations	696 700	7 003 600	7 700 300	4 738 700	2 961 600	–	–	–	7 700 300
G Management of security and safety	2 329 200	11 635 400	13 964 600	9 849 600	–	4 115 000	–	–	13 964 600
TOTAL, PART III	51 489 600	88 855 200	140 344 800	86 414 400	15 341 200	35 574 200	545 000	2 470 000	140 344 800
TOTAL, PARTS I-III	977 114 000	368 200 300	1 345 314 300	510 112 400	28 374 400	39 221 000	313 735 800	453 870 700	1 345 314 300

1 The Appropriated regular programme budget consists of assessed contributions on Member States.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

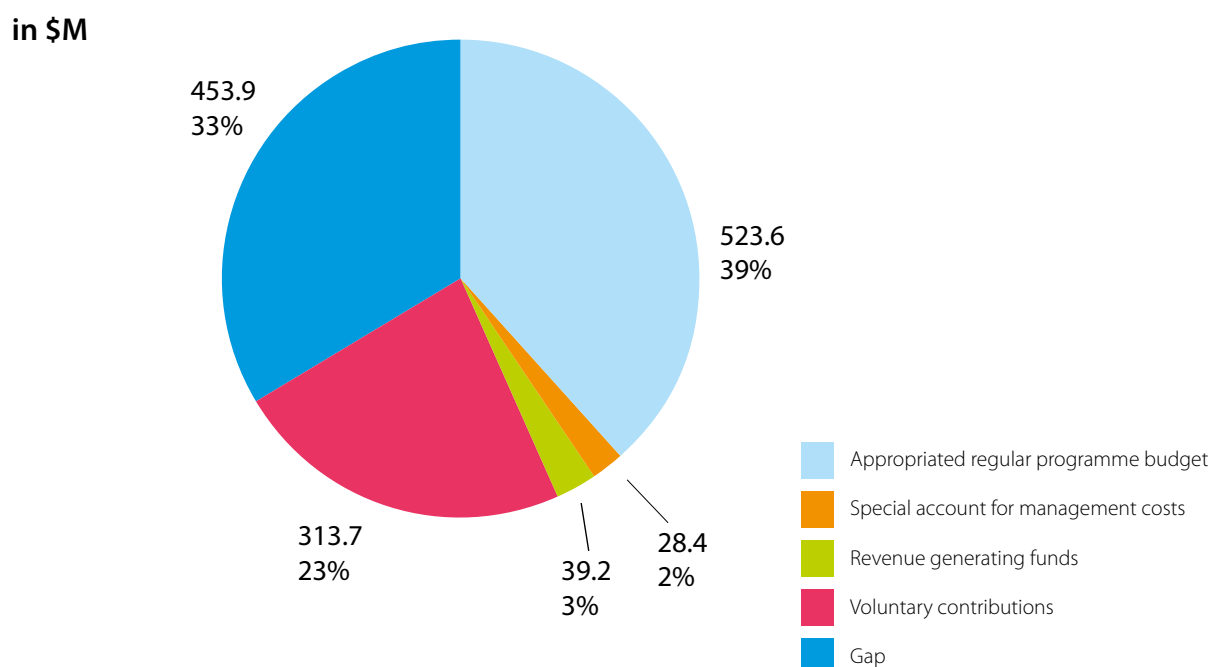
PART	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$523.6M	Special account for management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Reserve for Staffing Adjustments	–	1 000 000	1 000 000	1 000 000	–	–	–	–	1 000 000
Reserve for the After Service Health Insurance long-term liability (ASHI)	–	3 314 800	3 314 800	3 314 800	–	–	–	–	3 314 800
PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING	4 747 300	–	4 747 300	4 747 300	–	–	–	–	4 747 300
PART V – ANTICIPATED COST INCREASES AND CONTINGENCIES	272 500	4 200 000	4 472 500	4 472 500	–	–	–	–	4 472 500
TOTAL, PARTS I-V	982 133 800	376 715 100	1 358 848 900	523 647 000	28 374 400	39 221 000	313 735 800	453 870 700	1 358 848 900
Offsetting related to management costs recovery from voluntary contributions			(28 374 400)						(28 374 400)
Offsetting related to the estimated internal charge back for Revenue-generating Funds			(12 359 200)						(12 359 200)
TOTAL BUDGET			1 318 115 300						1 318 115 300

1 The Appropriated regular programme budget consists of assessed contributions on Member States.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Integrated budget by Programme Sector and by main part of the budget (based on Appropriated regular programme budget of \$523.6M)



Total Draft 40 C/5 budget by source of funds (before offsetting adjustments)



1 The Appropriated regular programme budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Summary – Integrated budget based on the Appropriated regular programme budget of \$534.6 million

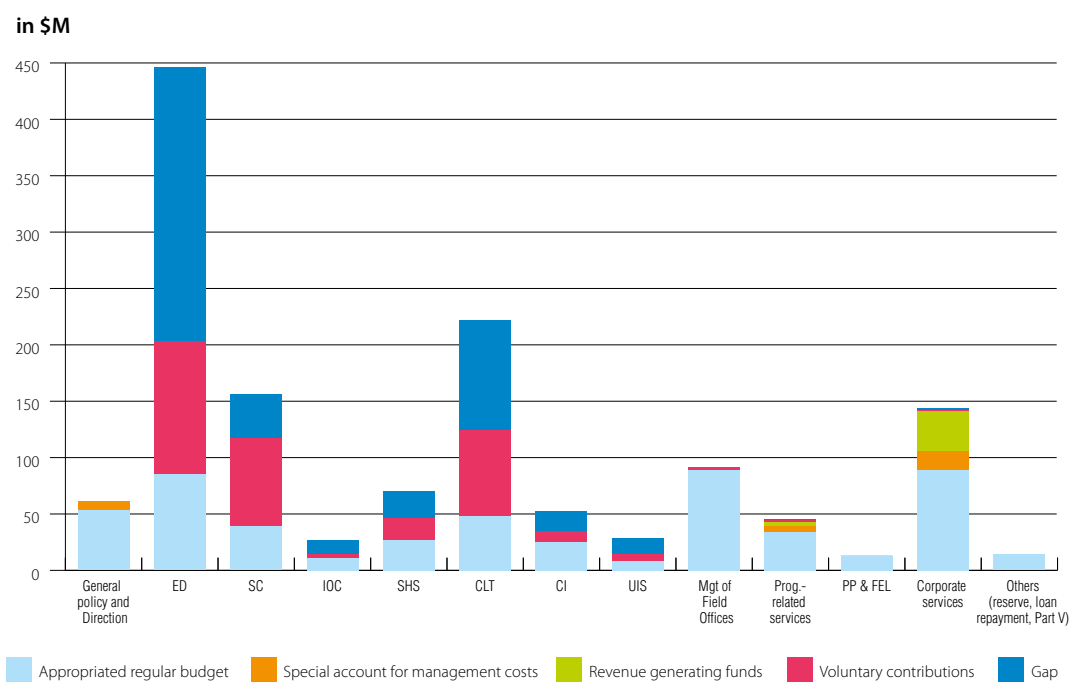
PART	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
PART I – GENERAL POLICY AND DIRECTION									
A. Governing bodies	8 502 900	2 184 400	10 687 300	10 687 300	–	–	–	–	10 687 300
B. Direction	2 293 200	20 219 900	22 513 100	14 408 800	8 104 300	–	–	–	22 513 100
C. Participation in the Joint Machinery of the United Nations System	27 726 800	–	27 726 800	27 726 800	–	–	–	–	27 726 800
TOTAL, PART I	38 522 900	22 404 300	60 927 200	52 822 900	8 104 300	–	–	–	60 927 200
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES									
A. Programmes									
Education	391 997 600	54 733 200	446 730 800	85 030 800	–	–	118 206 000	243 494 000	446 730 800
Natural Sciences	128 348 500	28 833 800	157 182 300	39 466 800	–	–	78 256 600	39 458 900	157 182 300
Intergovernmental Oceanographic Commission	18 564 000	8 271 700	26 835 700	11 075 500	–	–	2 600 000	13 160 200	26 835 700
Social and Human Sciences	49 764 100	19 351 100	69 115 200	26 615 200	–	–	18 519 000	23 981 000	69 115 200
Culture	185 787 500	35 839 100	221 626 600	47 614 800	–	–	75 906 000	98 105 800	221 626 600
Communication and Information	33 350 100	18 669 600	52 019 700	24 655 700	–	–	10 495 000	16 869 000	52 019 700
UNESCO Institute for Statistics (UIS)	29 621 700	–	29 621 700	8 422 900	–	–	6 487 000	14 711 800	29 621 700
Management of Field Offices	35 597 100	55 921 800	91 518 900	89 181 800	–	141 800	1 995 300	200 000	91 518 900
Supplementary funding for the Field Network Reform	500 000	–	500 000	500 000	–	–	–	–	500 000
Total, II.A	873 530 600	221 620 300	1 095 150 900	332 563 500	–	141 800	312 464 900	449 980 700	1 095 150 900
B. Programme-related services									
1 Sector for Priority Africa and External Relations									
A Office of the ADG and Field Coordination	266 000	2 151 500	2 417 500	2 417 500	–	–	–	–	2 417 500
B Coordination and monitoring of action to benefit Africa	1 069 800	3 256 300	4 326 100	3 720 200	–	–	605 900	–	4 326 100
C External relations	1 730 900	8 453 500	10 184 400	9 564 400	–	400 000	–	220 000	10 184 400
Subtotal, II.B.1	3 066 700	13 861 300	16 928 000	15 702 100	–	400 000	605 900	220 000	16 928 000
2 Coordination and monitoring of action to implement Gender Equality	310 200	1 614 100	1 924 300	1 924 300	–	–	–	–	1 924 300
3 Strategic planning	864 900	10 727 500	11 592 400	6 922 300	4 670 100	–	–	–	11 592 400
4 Public information	4 992 600	8 567 500	13 560 100	9 255 100	–	3 105 000	–	1 200 000	13 560 100
Total, II.B	9 234 400	34 770 400	44 004 800	33 803 800	4 670 100	3 505 000	605 900	1 420 000	44 004 800
C. Participation Programme and Fellowships	12 105 100	1 398 700	13 503 800	13 383 800	–	–	120 000	–	13 503 800
TOTAL, PART II	894 870 100	257 789 400	1 152 659 500	379 751 100	4 670 100	3 646 800	313 190 800	451 400 700	1 152 659 500
PART III – CORPORATE SERVICES									
Sector for Administration and Management									
A Office of the ADG of the Administration and Management Sector	1 864 300	1 702 200	3 566 500	2 103 900	1 327 600	–	135 000	–	3 566 500
B Human resources management	18 545 800	14 358 000	32 903 800	24 622 700	6 111 100	200 000	–	1 970 000	32 903 800
C Financial management	1 183 100	14 210 300	15 393 400	10 021 300	5 262 100	–	110 000	–	15 393 400
D Management of support services	27 991 500	30 621 700	58 613 200	27 004 000	–	31 259 200	–	350 000	58 613 200
E Organization-wide knowledge management	1 191 100	9 324 000	10 515 100	10 065 100	–	–	300 000	150 000	10 515 100
F ICT Infrastructure and Operations	696 700	7 003 600	7 700 300	4 801 100	2 899 200	–	–	–	7 700 300
G Management of security and safety	2 370 800	11 635 400	14 006 200	9 891 200	–	4 115 000	–	–	14 006 200
TOTAL, PART III	53 843 300	88 855 200	142 698 500	88 509 300	15 600 000	35 574 200	545 000	2 470 000	142 698 500
TOTAL, PARTS I-III	987 236 300	369 048 900	1 356 285 200	521 083 300	28 374 400	39 221 000	313 735 800	453 870 700	1 356 285 200

1 The Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

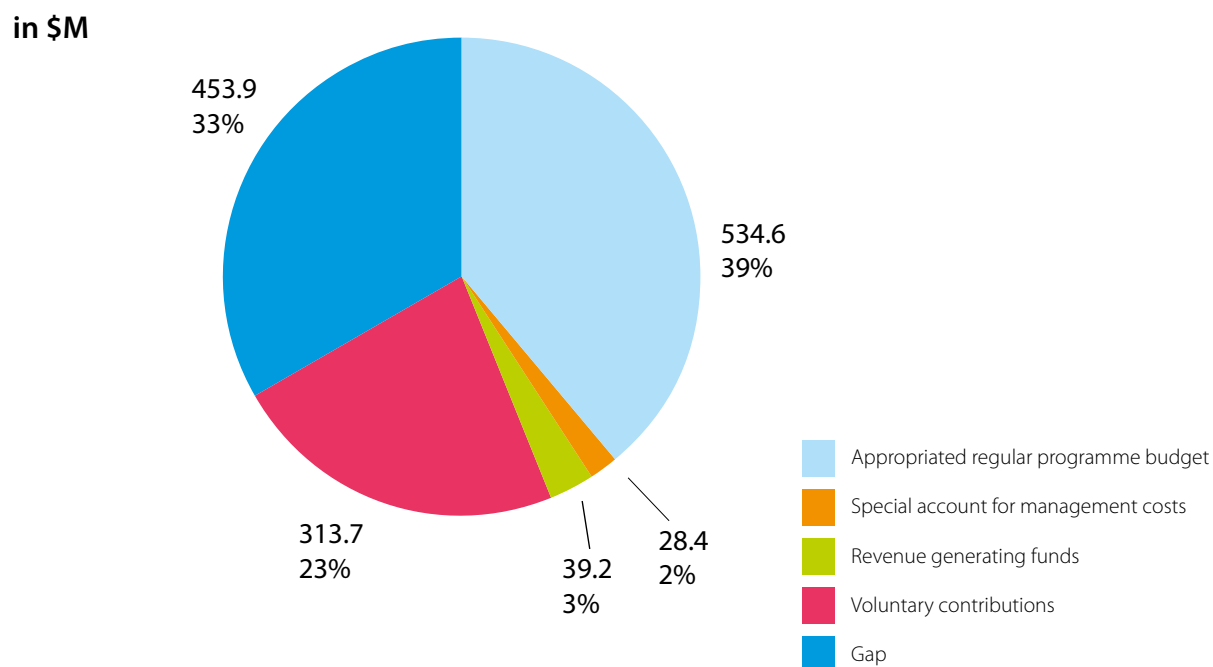
PART	Breakdown by operational and staff budget			Breakdown by source of funds					Total
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for management costs	Revenue generating funds	Voluntary contributions	Gap	
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Reserve for Staffing Adjustments	–	1 000 000	1 000 000	1 000 000	–	–	–	–	1 000 000
Reserve for the After Service Health Insurance long-term liability (ASHI)	–	3 325 300	3 325 300	3 325 300	–	–	–	–	3 325 300
PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING	4 747 300	–	4 747 300	4 747 300	–	–	–	–	4 747 300
PART V – ANTICIPATED COST INCREASES AND CONTINGENCIES	291 100	4 200 000	4 491 100	4 491 100	–	–	–	–	4 491 100
TOTAL, PARTS I-V	992 274 700	377 574 200	1 369 848 900	534 647 000	28 374 400	39 221 000	313 735 800	453 870 700	1 369 848 900
Offsetting related to management costs recovery from voluntary contributions			(28 374 400)						(28 374 400)
Offsetting related to the estimated internal charge back for Revenue-generating Funds			(12 359 200)						(12 359 200)
TOTAL BUDGET			1 329 115 300						1 329 115 300

1 The Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Integrated budget by Programme Sector and by main part of the budget (based on Appropriated regular programme budget of \$534.6M)



Total Draft 40 C/5 budget by source of funds (before offsetting adjustments)



Draft Budget

Part I – General Policy and Direction

Part – 1 Integrated budget based on the Appropriated regular programme budget of \$507 million and \$518 million

Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					Total
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$507M/ \$518M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	
	\$	\$	\$	\$	\$	\$	\$	\$	\$
A. Governing bodies									
I. Staff (established posts)		2 184 400	2 184 400	2 184 400	–	–	–	–	2 184 400
II. Operational budget:									
ER1 Rational and cost-effective functioning of the General Conference improved	4 241 000		4 241 000	4 241 000	–	–	–	–	4 241 000
ER2 Rational and cost-effective functioning of the Executive Board improved	4 220 100		4 220 100	4 220 100	–	–	–	–	4 220 100
Subtotal, Operational budget	8 461 100	–	8 461 100	8 461 100	–	–	–	–	8 461 100
Total, Part I.A	8 461 100	2 184 400	10 645 500	10 645 500	–	–	–	–	10 645 500
B. Direction									
Chapter 1 Directorate									
I. Staff (established posts)		8 057 000	8 057 000	5 109 000	2 948 000	–	–	–	8 057 000
II. Operational budget:									
ER3 UNESCO's relevance and impact sustained through strategic leadership and effective engagement with Member States and stakeholders	1 245 900		1 245 900	780 000	465 900	–	–	–	1 245 900
Total, Chapter 1	1 245 900	8 057 000	9 302 900	5 889 000	3 413 900	–	–	–	9 302 900
Chapter 2 Internal Oversight									
I. Staff (established posts)		6 716 900	6 716 900	4 077 900	2 639 000	–	–	–	6 716 900
II. Operational budget:									
ER4 UNESCO's governance, control and risk management practices enhanced so as to enable the systematic achievement of approved objectives, improve delivery and increase confidence in the Organization, through relevant audit and advisory recommendations	261 600		261 600	243 600	18 000	–	–	–	261 600

¹ Under the \$518M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds. Under the \$507M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$507M/\$518M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
ER5 Evidence-based decision-making, organizational learning, accountability for results and programme effectiveness enhanced through the use of evaluation findings and the implementation of recommendations arising therefrom	124 000		124 000	115 500	8 500	–	–	–	124 000
ER6 Accountability and adherence to UNESCO's rules and regulations strengthened	73 800		73 800	68 700	5 100	–	–	–	73 800
Subtotal, Operational budget	459 400	–	459 400	427 800	31 600	–	–	–	459 400
Total, Chapter 2	459 400	6 716 900	7 176 300	4 505 700	2 670 600	–	–	–	7 176 300
Chapter 3 International Standard and Legal Affairs									
I. Staff (established posts)		4 416 700	4 416 700	2 725 700	1 691 000	–	–	–	4 416 700
II. Operational budget:									–
ER7 The Organization's management and programme implementation are in compliance with rules and regulations	239 100		239 100	143 100	96 000	–	–	–	239 100
Total, Chapter 3	239 100	4 416 700	4 655 800	2 868 800	1 787 000	–	–	–	4 655 800
Chapter 4 Ethics Office									
I. Staff (established posts)		820 000	820 000	517 000	303 000	–	–	–	820 000
II. Operational budget:				–					
ER8 Support provided to the Organisation in establishing and maintaining an ethical working environment	297 800		297 800	193 800	104 000	–	–	–	297 800
Total, Chapter 4	297 800	820 000	1 117 800	710 800	407 000	–	–	–	1 117 800
Total, Part I.B	2 242 200	20 010 600	22 252 800	13 974 300	8 278 500	–	–	–	22 252 800
C. Participation in the Joint Machinery of the United Nations System									
I. Staff (established posts)									
II. Operational budget:									
1. International Civil Service Commission	700 000		700 000	700 000					700 000
2. UN System Staff College	55 000		55 000	55 000					55 000
3. UN Medical Doctors Network	10 000		10 000	10 000					10 000
4. United Nations System High-Level Committee on Management:	–		–						–
- Human Resources Management Network	110 000		110 000	110 000					110 000
- Finance and Budget Network	75 000		75 000	75 000					75 000
- ICT Coordination activities	70 000		70 000	70 000					70 000
5. Resident Coordinator cost sharing arrangements	4 571 400		4 571 400	4 571 400					4 571 400
6. United Nations System High-Level Committee on Programmes	44 000		44 000	44 000					44 000
7. United Nations Joint Inspection Unit	450 000		450 000	450 000					450 000

¹ Under the \$518M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds.

Under the \$507M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					Total
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$507M/ \$518M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	
	\$	\$	\$	\$	\$	\$	\$	\$	\$
8. United Nations Evaluation Group	20 000		20 000	20 000					20 000
9. Statutory contribution of the UN Department of Safety and Security	3 969 300		3 969 300	3 969 300					3 969 300
10. Security requirements of staff members in the field	12 381 000		12 381 000	12 381 000					12 381 000
11. Administrative Tribunal of the International Labour Organization	450 000		450 000	450 000					450 000
12. Malicious Acts Insurance Policy	249 700		249 700	249 700					249 700
Subtotal, Operational budget	23 155 400		23 155 400	23 155 400	-	-	-	-	23 155 400
Total, Part I.C	23 155 400	-	23 155 400	23 155 400	-	-	-	-	23 155 400
Total, Staff (established posts)	-	22 195 000	22 195 000	14 614 000	7 581 000	-	-	-	22 195 000
Total, Operational budget	33 858 700	-	33 858 700	33 161 200	697 500	-	-	-	33 858 700
Total, Part I	33 858 700	22 195 000	56 053 700	47 775 200	8 278 500	-	-	-	56 053 700

¹ Under the \$518M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds.

Under the \$507M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Part – 2 Integrated budget based on the Appropriated regular programme budget of \$507 million and \$518 million

Items of expenditure	Breakdown by operational and staff budget			Breakdown by source of funds					Total
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$507M/ \$518M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	
	\$	\$	\$	\$	\$	\$	\$	\$	\$
A. Governing Bodies									
I. Staff (established posts)		2 184 400	2 184 400	2 184 400	–	–	–	–	2 184 400
II. Operational budget:									
Temporary assistance	1 000 000		1 000 000	1 000 000	–	–	–	–	1 000 000
Delegates & external individual missions	900 000		900 000	900 000	–	–	–	–	900 000
Staff mission costs	15 000		15 000	15 000	–	–	–	–	15 000
Consultants and experts costs	3 000 000		3 000 000	3 000 000	–	–	–	–	3 000 000
Contracted services	2 163 900		2 163 900	2 163 900	–	–	–	–	2 163 900
External training, grants and other transfers	–		–	–	–	–	–	–	–
Supplies, consumables & other running costs	1 314 100		1 314 100	1 314 100	–	–	–	–	1 314 100
Other expenses	68 100		68 100	68 100	–	–	–	–	68 100
Subtotal, Operational budget	8 461 100	–	8 461 100	8 461 100	–	–	–	–	8 461 100
Total, Part I.A	8 461 100	2 184 400	10 645 500	10 645 500	–	–	–	–	10 645 500
B. Direction									
Chapter 1 Directorate									
I. Staff (established posts)		8 057 000	8 057 000	5 109 000	2 948 000	–	–	–	8 057 000
II. Operational budget:									
Temporary assistance	–		–	–	–	–	–	–	–
Staff mission costs	847 500		847 500	381 600	465 900	–	–	–	847 500
Official visit tokens	5 000		5 000	5 000	–	–	–	–	5 000
SMT machinery	45 000		45 000	45 000	–	–	–	–	45 000
DG/DDG Hospitality	20 000		20 000	20 000	–	–	–	–	20 000
Contracted services	–		–	–	–	–	–	–	–
External training, grants and other transfers	–		–	–	–	–	–	–	–
Supplies, consumables & other running costs	313 400		313 400	313 400	–	–	–	–	313 400
Other expenses	15 000		15 000	15 000	–	–	–	–	15 000
Subtotal, Operational budget	1 245 900	–	1 245 900	780 000	465 900	–	–	–	1 245 900
Total, Chapter 1	1 245 900	8 057 000	9 302 900	5 889 000	3 413 900	–	–	–	9 302 900
Chapter 2 Internal Oversight									
I. Staff (established posts)		6 716 900	6 716 900	4 077 900	2 639 000	–	–	–	6 716 900
II. Operational budget:									
Temporary assistance	–		–	–	–	–	–	–	–
Delegates & external individual missions	60 000		60 000	60 000	–	–	–	–	60 000
Staff mission costs	128 000		128 000	128 000	–	–	–	–	128 000
Consultants and experts costs	56 500		56 500	56 500	–	–	–	–	56 500
Contracted services	10 000		10 000	10 000	–	–	–	–	10 000
External training, grants and other transfers	16 000		16 000	16 000	–	–	–	–	16 000
Supplies, consumables & other running costs	129 900		129 900	129 900	–	–	–	–	129 900
Other expenses	59 000		59 000	27 400	31 600	–	–	–	59 000
Subtotal, Operational budget	459 400	–	459 400	427 800	31 600	–	–	–	459 400
Total, Chapter 2	459 400	6 716 900	7 176 300	4 505 700	2 670 600	–	–	–	7 176 300

¹ Under the \$518M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds. Under the \$507M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Items of expenditure	Breakdown by operational and staff budget			Breakdown by source of funds					Total
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$507M/ \$518M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Chapter 3 International Standard and Legal Affairs									
I. Staff (established posts)		4 416 700	4 416 700	2 725 700	1 691 000	–	–	–	4 416 700
II. Operational budget:									
Temporary assistance	–	–	–	–	–	–	–	–	–
Delegates & external individual missions	–	–	–	–	–	–	–	–	–
Staff mission costs	45 000		45 000	45 000	–	–	–	–	45 000
Consultants and experts costs	39 200		39 200	7 000	32 200	–	–	–	39 200
Contracted services	20 000		20 000	–	20 000	–	–	–	20 000
External training, grants and other transfers	–	–	–	–	–	–	–	–	–
Supplies, consumables & other running costs	131 900		131 900	90 100	41 800	–	–	–	131 900
Other expenses	3 000		3 000	1 000	2 000	–	–	–	3 000
Sub-total, Operational budget	239 100	–	239 100	143 100	96 000	–	–	–	239 100
Total, Chapter 3	239 100	4 416 700	4 655 800	2 868 800	1 787 000	–	–	–	4 655 800
Chapter 4 Ethics Office									
I. Staff (established posts)		820 000	820 000	517 000	303 000	–	–	–	820 000
II. Operational budget:									
Temporary assistance	20 000		20 000	20 000	–	–	–	–	20 000
Delegates & external individual missions	–	–	–	–	–	–	–	–	–
Staff mission costs	170 800		170 800	66 800	104 000	–	–	–	170 800
Consultants and experts costs	43 900		43 900	43 900	–	–	–	–	43 900
Contracted services	35 400		35 400	35 400	–	–	–	–	35 400
External training, grants and other transfers	–	–	–	–	–	–	–	–	–
Supplies, consumables & other running costs	21 700		21 700	21 700	–	–	–	–	21 700
Other expenses	6 000		6 000	6 000	–	–	–	–	6 000
Sub-total, Operational budget	297 800	–	297 800	193 800	104 000	–	–	–	297 800
Total, Chapter 4	297 800	820 000	1 117 800	710 800	407 000	–	–	–	1 117 800
Total, Part I.B	2 242 200	20 010 600	22 252 800	13 974 300	8 278 500	–	–	–	22 252 800
C. Participation in the Joint Machinery of the United Nations System									
I. Staff (established posts)		–	–	–	–	–	–	–	–
II. Operational budget:									
1. International Civil Service Commission	700 000		700 000	700 000					700 000
2. UN System Staff College	55 000		55 000	55 000					55 000
3. UN Medical Doctors Network	10 000		10 000	10 000					10 000
4. United Nations System High-Level Committee on Management:									
- Human Resources Management Network	110 000		110 000	110 000					110 000
- Finance and Budget Network	75 000		75 000	75 000					75 000
- ICT Coordination activities	70 000		70 000	70 000					70 000
5. Resident Coordinator cost-sharing arrangements	4 571 400		4 571 400	4 571 400					4 571 400
6. United Nations System High-Level Committee on Programmes	44 000		44 000	44 000					44 000
7. United Nations Joint Inspection Unit	450 000		450 000	450 000					450 000
8. United Nations Evaluation Group	20 000		20 000	20 000					20 000

1 Under the \$518M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds. Under the \$507M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Items of expenditure	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$507M/\$518M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
9. Statutory contribution of the UN Department of Safety and Security	3 969 300		3 969 300	3 969 300					3 969 300
10. Security requirements of staff members in the field	12 381 000		12 381 000	12 381 000					12 381 000
11. Administrative Tribunal of the International Labour Organization	450 000		450 000	450 000					450 000
12. Malicious Acts Insurance Policy	249 700		249 700	249 700					249 700
Sub-total, Operational budget	23 155 400	–	23 155 400	23 155 400	–	–	–	–	23 155 400
Total, Part I.C	23 155 400	–	23 155 400	23 155 400	–	–	–	–	23 155 400
Total, Staff (established posts)	–	22 195 000	22 195 000	14 614 000	7 581 000	–	–	–	22 195 000
Total, Operational budget	33 858 700	–	33 858 700	33 161 200	697 500	–	–	–	33 858 700
Total, Part I	33 858 700	22 195 000	56 053 700	47 775 200	8 278 500	–	–	–	56 053 700

¹ Under the \$518M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds. Under the \$507M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Part – 1 Integrated budget based on the Appropriated regular programme budget of \$523.6 million

Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$523.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
A. Governing bodies									
I. Staff (established posts)		2 184 400	2 184 400	2 184 400	–	–	–	–	2 184 400
II. Operational budget:									
ER1 Rational and cost-effective functioning of the General Conference improved	4 241 000		4 241 000	4 241 000	–	–	–	–	4 241 000
ER2 Rational and cost-effective functioning of the Executive Board improved	4 220 100		4 220 100	4 220 100	–	–	–	–	4 220 100
Subtotal, Operational budget	8 461 100	–	8 461 100	8 461 100	–	–	–	–	8 461 100
Total, Part I.A	8 461 100	2 184 400	10 645 500	10 645 500	–	–	–	–	10 645 500
B. Direction									
Chapter 1 Directorate									
I. Staff (established posts)		8 057 000	8 057 000	5 109 000	2 948 000	–	–	–	8 057 000
II. Operational budget:									
ER3 UNESCO's relevance and impact sustained through strategic leadership and effective engagement with Member States and stakeholders	1 245 900		1 245 900	780 000	465 900	–	–	–	1 245 900
Total, Chapter 1	1 245 900	8 057 000	9 302 900	5 889 000	3 413 900	–	–	–	9 302 900
Chapter 2 Internal Oversight									
I. Staff (established posts)		6 716 900	6 716 900	4 077 900	2 639 000	–	–	–	6 716 900
II. Operational budget:									
ER4 UNESCO's governance, control and risk management practices enhanced so as to enable the systematic achievement of approved objectives, improve delivery and increase confidence in the Organization, through relevant audit and advisory recommendations	261 600		261 600	243 600	18 000	–	–	–	261 600
ER5 Evidence-based decision-making, organizational learning, accountability for results and programme effectiveness enhanced through the use of evaluation findings and the implementation of recommendations arising therefrom	124 000		124 000	115 500	8 500	–	–	–	124 000
ER6 Accountability and adherence to UNESCO's rules and regulations strengthened	73 800		73 800	68 700	5 100	–	–	–	73 800
Subtotal, Operational budget	459 400	–	459 400	427 800	31 600	–	–	–	459 400
Total, Chapter 2	459 400	6 716 900	7 176 300	4 505 700	2 670 600	–	–	–	7 176 300

1 Under the \$523.6M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$523.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Chapter 3 International Standard and Legal Affairs									–
I. Staff (established posts)		4 416 700	4 416 700	2 725 700	1 691 000	–	–	–	4 416 700
II. Operational budget:									–
ER7 The Organization's management and programme implementation are in compliance with rules and regulations	239 100		239 100	143 100	96 000	–	–	–	239 100
Total, Chapter 3	239 100	4 416 700	4 655 800	2 868 800	1 787 000	–	–	–	4 655 800
Chapter 4 Ethics Office									
I. Staff (established posts)		820 000	820 000	517 000	303 000	–	–	–	820 000
II. Operational budget:									
ER8 Support provided to the Organisation in establishing and maintaining an ethical working environment	297 800		297 800	193 800	104 000	–	–	–	297 800
Total, Chapter 4	297 800	820 000	1 117 800	710 800	407 000	–	–	–	1 117 800
Total, Part I.B	2 242 200	20 010 600	22 252 800	13 974 300	8 278 500	–	–	–	22 252 800
C. Participation in the Joint Machinery of the United Nations System									
I. Staff (established posts)		–	–	–	–	–	–	–	–
II. Operational budget:									
1. International Civil Service Commission	700 000		700 000	700 000					700 000
2. UN System Staff College	55 000		55 000	55 000					55 000
3. UN Medical Doctors Network	10 000		10 000	10 000					10 000
4. United Nations System High-Level Committee on Management:	–		–						–
- Human Resources Management Network	110 000		110 000	110 000					110 000
- Finance and Budget Network	75 000		75 000	75 000					75 000
- ICT Coordination activities	70 000		70 000	70 000					70 000
5. Resident Coordinator cost sharing arrangements	9 142 800		9 142 800	9 142 800					9 142 800
6. United Nations System High-Level Committee on Programmes	44 000		44 000	44 000					44 000
7. United Nations Joint Inspection Unit	450 000		450 000	450 000					450 000
8. United Nations Evaluation Group	20 000		20 000	20 000					20 000
9. Statutory contribution of the UN Department of Safety and Security	3 969 300		3 969 300	3 969 300					3 969 300
10. Security requirements of staff members in the field	12 381 000		12 381 000	12 381 000					12 381 000
11. Administrative Tribunal of the International Labour Organization	450 000		450 000	450 000					450 000
12. Malicious Acts Insurance Policy	249 700		249 700	249 700					249 700
Subtotal, Operational budget	27 726 800		27 726 800	27 726 800	–	–	–	–	27 726 800
Total, Part I.C	27 726 800	–	27 726 800	27 726 800	–	–	–	–	27 726 800
Total, Staff (established posts)	–	22 195 000	22 195 000	14 614 000	7 581 000	–	–	–	22 195 000
Total, Operational budget	38 430 100	–	38 430 100	37 732 600	697 500	–	–	–	38 430 100
Total, Part I	38 430 100	22 195 000	60 625 100	52 346 600	8 278 500	–	–	–	60 625 100

1 Under the \$523.6M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Part – 2 Integrated budget based on the Appropriated regular programme budget of \$523.6 million

Items of expenditure	Breakdown by operational and staff budget			Breakdown by source of funds					Total
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$523.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	
	\$	\$	\$	\$	\$	\$	\$	\$	\$
A. Governing bodies									
I. Staff (established posts)		2 184 400	2 184 400	2 184 400	–	–	–	–	2 184 400
II. Operational budget:									
Temporary assistance	1 000 000		1 000 000	1 000 000	–	–	–	–	1 000 000
Delegates & external individual missions	900 000		900 000	900 000	–	–	–	–	900 000
Staff mission costs	15 000		15 000	15 000	–	–	–	–	15 000
Consultants and experts costs	3 000 000		3 000 000	3 000 000	–	–	–	–	3 000 000
Contracted services	2 163 900		2 163 900	2 163 900	–	–	–	–	2 163 900
External training, grants and other transfers	–		–	–	–	–	–	–	–
Supplies, consumables & other running costs	1 314 100		1 314 100	1 314 100	–	–	–	–	1 314 100
Other expenses	68 100		68 100	68 100	–	–	–	–	68 100
Subtotal, Operational budget	8 461 100	–	8 461 100	8 461 100	–	–	–	–	8 461 100
Total, Part I.A	8 461 100	2 184 400	10 645 500	10 645 500	–	–	–	–	10 645 500
B. Direction									
Chapter 1 Directorate									
I. Staff (established posts)		8 057 000	8 057 000	5 109 000	2 948 000	–	–	–	8 057 000
II. Operational budget:									
Temporary assistance	–		–	–	–	–	–	–	–
Staff mission costs	847 500		847 500	381 600	465 900	–	–	–	847 500
Official visit tokens	5 000		5 000	5 000	–	–	–	–	5 000
SMT machinery	45 000		45 000	45 000	–	–	–	–	45 000
DG/DDG Hospitality	20 000		20 000	20 000	–	–	–	–	20 000
Contracted services	–		–	–	–	–	–	–	–
External training, grants and other transfers	–		–	–	–	–	–	–	–
Supplies, consumables & other running costs	313 400		313 400	313 400	–	–	–	–	313 400
Other expenses	15 000		15 000	15 000	–	–	–	–	15 000
Subtotal, Operational budget	1 245 900	–	1 245 900	780 000	465 900	–	–	–	1 245 900
Total, Chapter 1	1 245 900	8 057 000	9 302 900	5 889 000	3 413 900	–	–	–	9 302 900
Chapter 2 Internal Oversight									
I. Staff (established posts)		6 716 900	6 716 900	4 077 900	2 639 000	–	–	–	6 716 900
II. Other costs:									
Temporary assistance	–		–	–	–	–	–	–	–
Delegates & external individual missions	60 000		60 000	60 000	–	–	–	–	60 000
staff mission costs	128 000		128 000	128 000	–	–	–	–	128 000
Consultants and experts costs	56 500		56 500	56 500	–	–	–	–	56 500
Contracted services	10 000		10 000	10 000	–	–	–	–	10 000
External training, grants and other transfers	16 000		16 000	16 000	–	–	–	–	16 000
Supplies, consumables & other running costs	129 900		129 900	129 900	–	–	–	–	129 900
Other expenses	59 000		59 000	27 400	31 600	–	–	–	59 000
Subtotal, Operational budget	459 400	–	459 400	427 800	31 600	–	–	–	459 400
Total, Chapter 2	459 400	6 716 900	7 176 300	4 505 700	2 670 600	–	–	–	7 176 300

¹ Under the \$523.6M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Items of expenditure	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$523.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Chapter 3 International Standard and Legal Affairs									
I. Staff (established posts)		4 416 700	4 416 700	2 725 700	1 691 000	–	–	–	4 416 700
II. Other costs:									
Temporary assistance	–	–	–	–	–	–	–	–	–
Delegates & external individual missions	–	–	–	–	–	–	–	–	–
Staff mission costs	45 000	–	45 000	45 000	–	–	–	–	45 000
Consultants and experts costs	39 200	–	39 200	7 000	32 200	–	–	–	39 200
Contracted services	20 000	–	20 000	–	20 000	–	–	–	20 000
External training, grants and other transfers	–	–	–	–	–	–	–	–	–
Supplies, consumables & other running costs	131 900	–	131 900	90 100	41 800	–	–	–	131 900
Other expenses	3 000	–	3 000	1 000	2 000	–	–	–	3 000
Sub-total, Operational budget	239 100	–	239 100	143 100	96 000	–	–	–	239 100
Total, Chapter 3	239 100	4 416 700	4 655 800	2 868 800	1 787 000	–	–	–	4 655 800
Chapter 4 Ethics Office									
I. Staff (established posts)		820 000	820 000	517 000	303 000	–	–	–	820 000
II. Operational budget:									
Temporary assistance	20 000	–	20 000	20 000	–	–	–	–	20 000
Delegates & external individual missions	–	–	–	–	–	–	–	–	–
Staff mission costs	170 800	–	170 800	66 800	104 000	–	–	–	170 800
Consultants and experts costs	43 900	–	43 900	43 900	–	–	–	–	43 900
Contracted services	35 400	–	35 400	35 400	–	–	–	–	35 400
External training, grants and other transfers	–	–	–	–	–	–	–	–	–
Supplies, consumables & other running costs	21 700	–	21 700	21 700	–	–	–	–	21 700
Other expenses	6 000	–	6 000	6 000	–	–	–	–	6 000
Subtotal, Operational budget	297 800	–	297 800	193 800	104 000	–	–	–	297 800
Total, Chapter 4	297 800	820 000	1 117 800	710 800	407 000	–	–	–	1 117 800
Total, Part I.B	2 242 200	20 010 600	22 252 800	13 974 300	8 278 500	–	–	–	22 252 800
C. Participation in the Joint Machinery of the United Nations System									
I. Staff (established posts)		–	–	–	–	–	–	–	–
II. Operational budget:									
1. International Civil Service Commission	700 000	–	700 000	700 000	–	–	–	–	700 000
2. UN System Staff College	55 000	–	55 000	55 000	–	–	–	–	55 000
3. UN Medical Doctors Network	10 000	–	10 000	10 000	–	–	–	–	10 000
4. United Nations System High-Level Committee on Management:	–	–	–	–	–	–	–	–	–
- Human Resources Management Network	110 000	–	110 000	110 000	–	–	–	–	110 000
- Finance and Budget Network	75 000	–	75 000	75 000	–	–	–	–	75 000
- ICT Coordination activities	70 000	–	70 000	70 000	–	–	–	–	70 000
5. Resident Coordinator cost-sharing arrangements	9 142 800	–	9 142 800	9 142 800	–	–	–	–	9 142 800
6. United Nations System High-Level Committee on Programmes	44 000	–	44 000	44 000	–	–	–	–	44 000
7. United Nations Joint Inspection Unit	450 000	–	450 000	450 000	–	–	–	–	450 000
8. United Nations Evaluation Group	20 000	–	20 000	20 000	–	–	–	–	20 000
9. Statutory contribution of the UN Department of Safety and Security	3 969 300	–	3 969 300	3 969 300	–	–	–	–	3 969 300

¹ Under the \$523.6M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Items of expenditure	Breakdown by operational and staff budget			Breakdown by source of funds					Total
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$523.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	
	\$	\$	\$	\$	\$	\$	\$	\$	\$
10. Security requirements of staff members in the field	12 381 000		12 381 000	12 381 000					12 381 000
11. Administrative Tribunal of the International Labour Organization	450 000		450 000	450 000					450 000
12. Malicious Acts Insurance Policy	249 700		249 700	249 700					249 700
Subtotal, Operational budget	27 726 800	–	27 726 800	27 726 800	–	–	–	–	27 726 800
Total, Part I.C	27 726 800	–	27 726 800	27 726 800	–	–	–	–	27 726 800
Total, Staff (established posts)	–	22 195 000	22 195 000	14 614 000	7 581 000	–	–	–	22 195 000
Total, Operational budget	38 430 100	–	38 430 100	37 732 600	697 500	–	–	–	38 430 100
Total, Part I	38 430 100	22 195 000	60 625 100	52 346 600	8 278 500	–	–	–	60 625 100

¹ Under the \$523.6M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Part – 1 Integrated budget based on the Appropriated regular programme budget of \$534.6 million

Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					Total
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	
	\$	\$	\$	\$	\$	\$	\$	\$	\$
A. Governing bodies									
I. Staff (established posts)		2 184 400	2 184 400	2 184 400	–	–	–	–	2 184 400
II. Operational budget:									
ER1 Rational and cost-effective functioning of the General Conference improved	4 241 000		4 241 000	4 241 000	–	–	–	–	4 241 000
ER2 Rational and cost-effective functioning of the Executive Board improved	4 261 900		4 261 900	4 261 900	–	–	–	–	4 261 900
Subtotal, Operational budget	8 502 900	–	8 502 900	8 502 900	–	–	–	–	8 502 900
Total, Part I.A	8 502 900	2 184 400	10 687 300	10 687 300	–	–	–	–	10 687 300
B. Direction									
Chapter 1 Directorate									
I. Staff (established posts)		8 284 900	8 284 900	5 336 900	2 948 000	–	–	–	8 284 900
II. Operational budget:									
ER3 UNESCO's relevance and impact sustained through strategic leadership and effective engagement with Member States and stakeholders	1 278 300		1 278 300	884 300	394 000	–	–	–	1 278 300
Total, Chapter 1	1 278 300	8 284 900	9 563 200	6 221 200	3 342 000	–	–	–	9 563 200
Chapter 2 Internal Oversight									
I. Staff (established posts)		6 698 300	6 698 300	4 259 300	2 439 000	–	–	–	6 698 300
II. Operational budget:									
ER4 UNESCO's governance, control and risk management practices enhanced so as to enable the systematic achievement of approved objectives, improve delivery and increase confidence in the Organization, through relevant audit and advisory recommendations	261 600		261 600	157 000	104 600	–	–	–	261 600
ER5 Evidence-based decision-making, organizational learning, accountability for results and programme effectiveness enhanced through the use of evaluation findings and the implementation of recommendations arising therefrom	124 000		124 000	61 000	63 000	–	–	–	124 000
ER6 Accountability and adherence to UNESCO's rules and regulations strengthened	92 400		92 400	84 600	7 800	–	–	–	92 400
Subtotal, Operational budget	478 000	–	478 000	302 600	175 400	–	–	–	478 000
Total, Chapter 2	478 000	6 698 300	7 176 300	4 561 900	2 614 400	–	–	–	7 176 300

¹ Under the \$534.6M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Chapter 3 International Standard and Legal Affairs									
I. Staff (established posts)		4 416 700	4 416 700	2 725 700	1 691 000	–	–	–	4 416 700
II. Operational budget:									
ER7 The Organization's management and programme implementation are in compliance with rules and regulations	239 100		239 100	180 700	58 400	–	–	–	239 100
Total, Chapter 3	239 100	4 416 700	4 655 800	2 906 400	1 749 400	–	–	–	4 655 800
Chapter 4 Ethics Office									
I. Staff (established posts)		820 000	820 000	517 000	303 000	–	–	–	820 000
II. Operational budget:									
ER8 Support provided to the Organisation in establishing and maintaining an ethical working environment	297 800		297 800	202 300	95 500	–	–	–	297 800
Total, Chapter 4	297 800	820 000	1 117 800	719 300	398 500	–	–	–	1 117 800
Total, Part I.B	2 293 200	20 219 900	22 513 100	14 408 800	8 104 300	–	–	–	22 513 100
C. Participation in the Joint Machinery of the United Nations System									
I. Staff (established posts)		–	–	–	–	–	–	–	–
II. Operational budget:									
1. International Civil Service Commission	700 000		700 000	700 000					700 000
2. UN System Staff College	55 000		55 000	55 000					55 000
3. UN Medical Doctors Network	10 000		10 000	10 000					10 000
4. United Nations System High-Level Committee on Management:	–		–						–
- Human Resources Management Network	110 000		110 000	110 000					110 000
- Finance and Budget Network	75 000		75 000	75 000					75 000
- ICT Coordination activities	70 000		70 000	70 000					70 000
5. Resident Coordinator cost sharing arrangements	9 142 800		9 142 800	9 142 800					9 142 800
6. United Nations System High-Level Committee on Programmes	44 000		44 000	44 000					44 000
7. United Nations Joint Inspection Unit	450 000		450 000	450 000					450 000
8. United Nations Evaluation Group	20 000		20 000	20 000					20 000
9. Statutory contribution of the UN Department of Safety and Security	3 969 300		3 969 300	3 969 300					3 969 300
10. Security requirements of staff members in the field	12 381 000		12 381 000	12 381 000					12 381 000
11. Administrative Tribunal of the International Labour Organization	450 000		450 000	450 000					450 000
12. Malicious Acts Insurance Policy	249 700		249 700	249 700					249 700
Subtotal, Operational budget	27 726 800		27 726 800	27 726 800	–	–	–	–	27 726 800
Total, Part I.C	27 726 800	–	27 726 800	27 726 800	–	–	–	–	27 726 800
Total, Staff (established posts)	–	22 404 300	22 404 300	15 023 300	7 381 000	–	–	–	22 404 300
Total, Operational budget	38 522 900	–	38 522 900	37 799 600	723 300	–	–	–	38 522 900
Total, Part I	38 522 900	22 404 300	60 927 200	52 822 900	8 104 300	–	–	–	60 927 200

1 Under the \$534.6M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Part – 2 Integrated budget based on the Appropriated regular programme budget of \$534.6 million

Items of expenditure	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for Management costs	Revenue generating funds	Voluntary contribution	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
A. Governing Bodies									
I. Staff (established posts)		2 184 400	2 184 400	2 184 400	–	–	–	–	2 184 400
II. Operational budget:									
Temporary assistance	1 000 000		1 000 000	1 000 000	–	–	–	–	1 000 000
Delegates & external individual missions	900 000		900 000	900 000	–	–	–	–	900 000
Staff mission costs	15 000		15 000	15 000	–	–	–	–	15 000
Consultants and experts costs	3 000 000		3 000 000	3 000 000	–	–	–	–	3 000 000
Contracted services	2 163 900		2 163 900	2 163 900	–	–	–	–	2 163 900
External training, grants and other transfers	–		–	–	–	–	–	–	–
Supplies, consumables & other running costs	1 355 900		1 355 900	1 355 900	–	–	–	–	1 355 900
Other expenses	68 100		68 100	68 100	–	–	–	–	68 100
Sub-total, Operational budget	8 502 900	–	8 502 900	8 502 900	–	–	–	–	8 502 900
Total, Part I.A	8 502 900	2 184 400	10 687 300	10 687 300	–	–	–	–	10 687 300
B. Direction									
Chapter 1 Directorate									
I. Staff (established posts)		8 284 900	8 284 900	5 336 900	2 948 000	–	–	–	8 284 900
II. Operational budget:									
Temporary assistance	–		–	–	–	–	–	–	–
Staff mission costs	847 500		847 500	453 500	394 000	–	–	–	847 500
Official visit tokens	5 000		5 000	5 000	–	–	–	–	5 000
SMT machinery	45 000		45 000	45 000	–	–	–	–	45 000
DG/DDG Hospitality	20 000		20 000	20 000	–	–	–	–	20 000
Contracted services	–		–	–	–	–	–	–	–
External training, grants and other transfers	–		–	–	–	–	–	–	–
Supplies, consumables & other running costs	313 400		313 400	313 400	–	–	–	–	313 400
Other expenses	47 400		47 400	47 400	–	–	–	–	47 400
Sub-total, Operational budget	1 278 300	–	1 278 300	884 300	394 000	–	–	–	1 278 300
Total, Chapter 1	1 278 300	8 284 900	9 563 200	6 221 200	3 342 000	–	–	–	9 563 200
Chapter 2 Internal Oversight									
I. Staff (established posts)		6 698 300	6 698 300	4 259 300	2 439 000	–	–	–	6 698 300
II. Operational budget:									
Temporary assistance	–		–	–	–	–	–	–	–
Delegates & external individual missions	60 000		60 000	60 000	–	–	–	–	60 000
Staff mission costs	146 600		146 600	18 600	128 000	–	–	–	146 600
Consultants and experts costs	56 500		56 500	56 500	–	–	–	–	56 500
Contracted services	10 000		10 000	10 000	–	–	–	–	10 000
External training, grants and other transfers	16 000		16 000	16 000	–	–	–	–	16 000
Supplies, consumables & other running costs	129 900		129 900	129 900	–	–	–	–	129 900
Other expenses	59 000		59 000	11 600	47 400	–	–	–	59 000
Sub-total, Operational budget	478 000	–	478 000	302 600	175 400	–	–	–	478 000
Total, Chapter 2	478 000	6 698 300	7 176 300	4 561 900	2 614 400	–	–	–	7 176 300

¹ Under the \$534.6M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Items of expenditure	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for Management costs	Revenue generating funds	Voluntary contribution	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Chapter 3 International Standard and Legal Affairs									
I. Staff (established posts)		4 416 700	4 416 700	2 725 700	1 691 000	–	–	–	4 416 700
II. Other costs:									
Temporary assistance	–		–	–	–	–	–	–	–
Delegates & external individual missions	–		–	–	–	–	–	–	–
Staff mission costs	45 000		45 000	45 000	–	–	–	–	45 000
Consultants and experts costs	39 200		39 200	7 000	32 200	–	–	–	39 200
Contracted services	20 000		20 000	–	20 000	–	–	–	20 000
External training, grants and other transfers	–		–	–	–	–	–	–	–
Supplies, consumables & other running costs	131 900		131 900	127 700	4 200	–	–	–	131 900
Other expenses	3 000		3 000	1 000	2 000	–	–	–	3 000
Sub-total, Operational budget	239 100	–	239 100	180 700	58 400	–	–	–	239 100
Total, Chapter 3	239 100	4 416 700	4 655 800	2 906 400	1 749 400	–	–	–	4 655 800
Chapter 4 Ethics Office									
I. Staff (established posts)		820 000	820 000	517 000	303 000	–	–	–	820 000
II. Operational budget:									
Temporary assistance	20 000		20 000	20 000	–	–	–	–	20 000
Delegates & external individual missions	–		–	–	–	–	–	–	–
Staff mission costs	170 800		170 800	75 300	95 500	–	–	–	170 800
Consultants and experts costs	43 900		43 900	43 900	–	–	–	–	43 900
Contracted services	35 400		35 400	35 400	–	–	–	–	35 400
External training, grants and other transfers	–		–	–	–	–	–	–	–
Supplies, consumables & other running costs	21 700		21 700	21 700	–	–	–	–	21 700
Other expenses	6 000		6 000	6 000	–	–	–	–	6 000
Sub-total, Operational budget	297 800	–	297 800	202 300	95 500	–	–	–	297 800
Total, Chapter 4	297 800	820 000	1 117 800	719 300	398 500	–	–	–	1 117 800
Total, Part I.B	2 293 200	20 219 900	22 513 100	14 408 800	8 104 300	–	–	–	22 513 100
C. Participation in the Joint Machinery of the United Nations System									
I. Staff (established posts)		–	–	–	–	–	–	–	–
II. Operational budget:									
1. International Civil Service Commission	700 000		700 000	700 000					700 000
2. UN System Staff College	55 000		55 000	55 000					55 000
3. UN Medical Doctors Network	10 000		10 000	10 000					10 000
4. United Nations System High-Level Committee on Management:	–		–	–					–
- Human Resources Management Network	110 000		110 000	110 000					110 000
- Finance and Budget Network	75 000		75 000	75 000					75 000
- ICT Coordination activities	70 000		70 000	70 000					70 000
5. Resident Coordinator cost-sharing arrangements	9 142 800		9 142 800	9 142 800					9 142 800
6. United Nations System High-Level Committee on Programmes	44 000		44 000	44 000					44 000
7. United Nations Joint Inspection Unit	450 000		450 000	450 000					450 000
8. United Nations Evaluation Group	20 000		20 000	20 000					20 000
9. Statutory contribution of the UN Department of Safety and Security	3 969 300		3 969 300	3 969 300					3 969 300

1 Under the \$534.6M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Items of expenditure	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for Management costs	Revenue generating funds	Voluntary contribution	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
10. Security requirements of staff members in the field	12 381 000		12 381 000	12 381 000					12 381 000
11. Administrative Tribunal of the International Labour Organization	450 000		450 000	450 000					450 000
12. Malicious Acts Insurance Policy	249 700		249 700	249 700					249 700
Subtotal, Operational budget	27 726 800	–	27 726 800	27 726 800	–	–	–	–	27 726 800
Total, Part I.C	27 726 800	–	27 726 800	27 726 800	–	–	–	–	27 726 800
Total, Staff (established posts)	–	22 404 300	22 404 300	15 023 300	7 381 000	–	–	–	22 404 300
Total, Operational budget	38 522 900	–	38 522 900	37 799 600	723 300	–	–	–	38 522 900
Total, Part I	38 522 900	22 404 300	60 927 200	52 822 900	8 104 300	–	–	–	60 927 200

¹ Under the \$534.6M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

I.A – Governing Bodies

- 00101** **General Conference:** The functions of the General Conference are defined by Article IV.B of the Constitution. The General Conference determines the policies and main lines of work of the Organization, takes decisions on programmes submitted to it by the Executive Board, adopts normative instruments in the fields of competence of UNESCO for submission to Member States and receives and considers reports from Member States thereon. It elects the Members of the Executive Board and a number of other international and intergovernmental bodies, as well as the Director-General. The functioning and structure of the General Conference are laid out in its Rules of Procedure.
- 00102** The General Conference determines the policies and the main lines of action of work of the Organization. It meets every two years in ordinary sessions. The 40th session will be held in October/November 2019 and the 41st session in October/November 2021. The aggregate length of the two sessions will total a maximum of 28 working days distributed so as to reflect variations in agenda length as a result of the introduction of the new four-year programming cycle. Its work will be organized upon the proposals by the Executive Board, on the basis of the decisions previously taken by the Conference.
- 00103** While the bulk of the budget goes to the organizational costs of the General Conference (essentially to documentation and interpretation), these provisions also include: (i) the payment of the fees due to the External Auditor, who is responsible to the General Conference for the audit of the accounts of the Organization and (ii) the assistance provided by the Organization to certain categories of Member States and Associate Members for the official travel of one member of their delegations to sessions of the Conference, in order to ensure full participation therein.
- 00104** **Executive Board:** The functions and responsibilities of the Executive Board are derived primarily from the Constitution and from rules or directives laid down by the General Conference. On the one hand, it examines the programme of work of the Organization and corresponding budget estimates submitted to it by the Director-General, and then submits them to the General Conference with its recommendations; on the other hand, it is responsible for the execution of the programme adopted by the General Conference, having regard to circumstances arising between two ordinary sessions of the Conference.
- 00105** During the period 2018-2021, the 58 Members of the Executive Board will meet at least eight times and up to ten times, including one-day sessions after the 40th and 41st sessions of the General Conference. The aggregate number of working days for its meetings is estimated at no more than 120 (55 days in 2018-2019 and 63 days in 2020-2021, taking into account variations in agenda length as a result of the introduction of the new four-year programming cycle).
- 00106** The Governing Bodies Secretariat (GBS) is the central focal point and key player in the smooth running and coordination of the General Conference and the Executive Board. It provides policy advice and quality comprehensive support to Member States, the President of the General Conference, the Chairperson of the Executive Board, the Director-General, UNESCO's Secretariat, as well as to other external entities. The Secretariat contributes to the decision-making process and the follow-up of decisions taken; ensures effective and efficient communication; ensures that UNESCO's Rules of Procedure and Basic Texts are respected and adhered to; and provide support functions in both form and process.

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

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M/ \$518M/\$523.6M	\$534.6M
1. Budget expenditures contained	<ul style="list-style-type: none"> – Further progress achieved in reducing paper consumption (improving online distribution of and access to documentation) – Further rationalization of the agenda, planning of sessions and methods of work – Tools enhanced to improve information provided to Delegates 	<ul style="list-style-type: none"> – Further progress achieved in reducing paper consumption (improving online distribution of and access to documentation) – Further rationalization of the agenda, planning of sessions and methods of work – Tools enhanced to improve information provided to Delegates 	<ul style="list-style-type: none"> – Further progress achieved in reducing paper consumption (improving online distribution of and access to documentation) – Further rationalization of the agenda, planning of sessions and methods of work – Tools enhanced to improve information provided to Delegates

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

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M/ \$518M/\$523.6M	\$534.6M
1. Budget expenditures contained	<ul style="list-style-type: none"> – Further progress achieved in reducing paper consumption by providing Member States alternative electronic sources of information (making available easy access to online documents via hyperlinks) – Encouraging efforts to shorten Executive Board sessions if possible by appropriate planning and time management of speeches and discussions – Further rationalization of the dispersal of items by regrouping, and focusing to bring about more efficiency and cost savings – Improved planning of sessions via timeframe advanced planning of extended and night sessions to reduce interpretation and other costs 	<ul style="list-style-type: none"> – Further progress achieved in reducing paper consumption by providing Member States alternative electronic sources of information (making available easy access to online documents via hyperlinks) – Encouraging efforts to shorten Executive Board sessions if possible by appropriate planning and time management of speeches and discussions – Further rationalization of the dispersal of items by regrouping, and focusing to bring about more efficiency and cost savings – Improved planning of sessions via timeframe advanced planning of extended and night sessions to reduce interpretation and other costs 	<ul style="list-style-type: none"> – Further progress achieved in reducing paper consumption by providing Member States alternative electronic sources of information (making available easy access to online documents via hyperlinks) – Encouraging efforts to shorten Executive Board sessions if possible by appropriate planning and time management of speeches and discussions – Further rationalization of the dispersal of items by regrouping, and focusing to bring about more efficiency and cost savings – Improved planning of sessions via timeframe advanced planning of extended and night sessions to reduce interpretation and other costs

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M/ \$518M/\$523.6M	\$534.6M
2. Changes in working methods pursued towards increased efficiency	<ul style="list-style-type: none"> – Optimizing the organization of thematic and information meetings by better preparation and planning – Providing proposals to allow Member States if they wish, to opt out of receiving paper versions of documents, printing complementary documents only when essential. – Further rationalization of the dispersal of items in the reports of the follow up of Executive Board decisions and General Conference resolutions (EX/5 document) by appropriate regrouping by themes – Mechanisms established to help avoid unforeseen/unplanned requests 	<ul style="list-style-type: none"> – Optimizing the organization of thematic and information meetings by better preparation and planning – Providing proposals to allow Member States if they wish, to opt out of receiving paper versions of documents, printing complementary documents only when essential. – Further rationalization of the dispersal of items in the reports of the follow up of Executive Board decisions and General Conference resolutions (EX/5 document) by appropriate regrouping by themes – Mechanisms established to help avoid unforeseen/unplanned requests 	<ul style="list-style-type: none"> – Optimizing the organization of thematic and information meetings by better preparation and planning – Providing proposals to allow Member States if they wish, to opt out of receiving paper versions of documents, printing complementary documents only when essential. – Further rationalization of the dispersal of items in the reports of the follow up of Executive Board decisions and General Conference resolutions (EX/5 document) by appropriate regrouping by themes – Mechanisms established to help avoid unforeseen/unplanned requests

I.B – Direction

Chapter 1 – Directorate

- 00201** UNESCO's Directorate as its Executive Management provides the strategic direction for the Organization, enabling it to progress towards realizing its Strategic Goals. It is also responsible for leading the change and transformation required to ensure that UNESCO efficiently and effectively delivers its mandate in a rapidly changing external environment.
- 00202** While the external environment in which UNESCO operates continues to be demanding, there continues to be a strong demand from Member States for UNESCO's expertise, support and assistance. Looking ahead, the Organization faces multiple challenges of providing equitable and effective responses in support of Member States, while continuing to ensure that the Organization is adequately resourced, transformed and that it remains competitive. The Organization also seeks to provide an enabling space in which Member States can coalesce and seek consensus around the main functions of the Organization, including on its agenda- setting and normative framework.
- 00203** The Executive Management will place further considerable emphasis on leading efforts to strengthen trusted and transparent exchanges with Member States and stakeholders, to assist in the achievement of consensus around the Strategic Goals.
- 00204** The Executive Management will champion and support the implementation of strategies and initiatives that enhance decisive, integrated and accountable management focused on the delivery of results while fostering ethical conduct and governance responsibility.

Expected result 3: UNESCO's relevance and impact sustained through strategic leadership and effective engagement with Member States and Stakeholders

Performance indicators	(IBF) Targets 2020-2021	
	\$507M/ \$518M/\$523.6M	\$534.6M
1. Strengthen engagement with Member States	– Undertake regular, targeted communications with Member States to disseminate information and garner feedback on programme implementation to further reinforce transparency	– Undertake regular, targeted communications with Member States to disseminate information and garner feedback on programme implementation to further reinforce transparency
2. Strengthen internal coherence	– Champion and support decisive, integrated and accountable management focused on the delivery of results while fostering ethical conduct and governance responsibility. Ensure the effective coordination of UNESCO's activities contributing to the UN Sustainable Development Goals (SDGs).	– Champion and support decisive, integrated and accountable management focused on the delivery of results while fostering ethical conduct and governance responsibility. Ensure the effective coordination of UNESCO's activities contributing to the UN Sustainable Development Goals (SDGs).

Performance indicators	(IBF) Targets 2020-2021	
	\$507M/ \$518M/\$523.6M	\$534.6M
3. Impulse and follow-up strategic intersectoral initiatives	– Create an enabling environment for a more agile workforce. Improved planning in line with the strategic objectives of the Organization. Build a culture of commitment and accountability towards strategic intersectoral initiatives.	– Create an enabling environment for a more agile workforce. Improved planning in line with the strategic objectives of the Organization. Build a culture of commitment and accountability towards strategic intersectoral initiatives.
4. Follow-up the strategic consistency of programme initiatives	– Ensure that the functions, programmes and projects are development oriented, inter-related and complementary.	– Ensure that the functions, programmes and projects are development oriented, inter-related and complementary.

Chapter 2 – Internal oversight

00301 The Internal Oversight Service (IOS) provides a consolidated oversight mechanism which covers internal audit, evaluation, investigation and other management support to strengthen the functioning of the Organization. It is charged with providing assurance that programmes and plans are delivered efficiently and effectively, that strategic management information is reliable and timely, and that continuous improvements are fostered in methods, procedures and accountabilities so as to enhance the quality and impact of UNESCO's operations.

00302 The IOS strategic approach and work programme flows from the application of a risk-based priority-setting model and includes systematic programme coverage. The IOS work programme also includes a strategic focus by concentrating on key aspects of ongoing reform initiatives across the Organization.

00303 Within the consolidated oversight mechanism, functional objectives are as follows:

- Internal audit provides assurance and enhances governance, risk management, control, economy and accountability in the achievement of UNESCO's objectives. Audits assess selected operations of Headquarters, field offices and information technology systems and make recommendations to improve the Organization's administration, management control and programme delivery.
- Evaluation aims at the enhancement of policy development, improves programme efficiency and effectiveness, promotes organizational learning, and strengthens accountability for results. Evaluations assess the relevance, efficiency, effectiveness, impact and sustainability of programmes, projects and policies.
- Investigation promotes accountability across UNESCO by assessing allegations of misconduct and irregularities (e.g. fraud, waste, malfeasance and abuse of authority).

00304 In addition, IOS provides advisory services to senior management upon request ranging from strategic organizational advice to operational guidance. In achieving expected results, IOS continuously manages and refines its quality assurance processes to align with best practices and also monitors, supports, and reports on the implementation of IOS recommendations. IOS operations are subject to review by the Oversight Advisory Committee which advises the Director-General in fulfilling her oversight responsibility and reports to the Executive Board once a year.

Expected result 4: UNESCO's governance, control and risk management practices enhanced so as to enable the systematic achievement of approved objectives, improve delivery and increase confidence in the Organization, through relevant audit and advisory recommendations

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M / \$518M / \$523.6M	\$534.6M
1. Level of audit coverage of risks	– Complete audit coverage of Headquarters priority risks and field office audit coverage every 5 years	– Complete audit coverage of Headquarters priority risks and field office audit coverage every 5 years	– Complete audit coverage of Headquarters priority risks and field office audit coverage every 5 years
2. Percentage of the accepted recommendations implemented by management within agreed-to timeframes	– 70% of the recommendations implemented within the set timeframe	– 70% of the recommendations implemented within the set timeframe	– 70% of the recommendations implemented within the set timeframe

Expected result 5: Evidence-based decision-making, organizational learning, accountability for results and programme effectiveness enhanced through the use of evaluation findings and the implementation of recommendations arising therefrom

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M / \$518M / \$523.6M	\$534.6M
1. Percentage of accepted corporate evaluation recommendations implemented within agreed to timeframes	– 80% of agreed recommendations implemented in less than 18 months	– 80% of agreed recommendations implemented in less than 18 months	– 80% of agreed recommendations implemented in less than 18 months
2. Percentage of evaluation reports complying with minimum quality standards	– 75% of reports	– 75% of reports	– 75% of reports
3. Percentage of operational budget expenditure on evaluation (regular programme and extrabudgetary)	– 3%	– 3%	– 3%

Expected result 6: Accountability and adherence to UNESCO's rules and regulations strengthened

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M / \$518M / \$523.6M	\$534.6M
1. Percentage of allegations which are acknowledged and screening initiated within 10 working days	– 100% of allegations received are acknowledged and screening initiated within 10 working days	– 100% of allegations received are acknowledged and screening initiated within 10 working days	– 100% of allegations received are acknowledged and screening initiated within 10 working days
2. Percentage of investigations completed within an effective timeframe	– At least 90% completed in less than six months after receipt of allegation	– At least 90% completed in less than six months after receipt of allegation	– At least 90% completed in less than six months after receipt of allegation

Chapter 3 – International standards and legal affairs

00401

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

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

00402

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

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

Expected result 7: The Organization's management and programme implementation are in compliance with rules and regulations

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	Expenditure Plan \$518 M	\$507M/ \$518 M/ \$523.6 M	\$534.6 M
1. Quality legal advice provided to the Organization and its governing bodies	<ul style="list-style-type: none"> – Verification of the conformity of documentation drafted for the Organization's governing bodies – Secretariat of the CR Committee of the Executive Board – Secretariat of the Legal Committee and the Credentials Committee of the General Conference 	<ul style="list-style-type: none"> – Verification of the conformity of documentation drafted for the Organization's governing bodies – Secretariat of the CR Committee of the Executive Board – Secretariat of the Legal Committee and the Credentials Committee of the General Conference – Participation of LA in meetings of the Organization's governing bodies 	<ul style="list-style-type: none"> – Verification of the conformity of documentation drafted for the Organization's governing bodies – Secretariat of the CR Committee of the Executive Board – Secretariat of the Legal Committee and the Credentials Committee of the General Conference – Participation of LA in meetings of the Organization's governing bodies
2. Organization's rights effectively protected	<ul style="list-style-type: none"> – Reminder of privileges and immunities in response to legal proceedings – Protection of UNESCO's name when entering into agreements – Representation of UNESCO in disputes under private law – Verification of compliance with the rules in regard to activities and staff 	<ul style="list-style-type: none"> – Reminder of privileges and immunities in response to legal proceedings – Protection of UNESCO's name when entering into agreements – Representation of UNESCO in disputes under private law – Verification of compliance with the rules in regard to activities and staff – Representation at the ILOAT 	<ul style="list-style-type: none"> – Reminder of privileges and immunities in response to legal proceedings – Protection of UNESCO's name when entering into agreements – Representation of UNESCO in disputes under private law – Verification of compliance with the rules in regard to activities and staff – Representation at the ILOAT

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	Expenditure Plan \$518 M	\$507M/ \$518 M/ \$523.6 M	\$534.6 M
3. Internal rules of the Organization relating to activities, funds and property of the Organization revised and improved to enhance the protection of its interests	<ul style="list-style-type: none"> – Verification of the revisions of the Administrative Manual – Verification of the revisions of the Human Resources Manual 	<ul style="list-style-type: none"> – Verification of the revisions of the Administrative Manual – Verification of the revisions of the Human Resources Manual – Assistance to HRM for better formulated policies and administrative circulars concerning staff, and for better consideration of the legal aspects of human resources management, subject to available resources – Active contribution to better management of category 1 institutes 	<ul style="list-style-type: none"> – Verification of the revisions of the Administrative Manual – Verification of the revisions of the Human Resources Manual – Assistance to HRM for better formulated policies and administrative circulars concerning staff, and for better consideration of the legal aspects of human resources management, within available resources – Active contribution to better management of category 1 institutes
4. Informed legal advice provided on the establishment and operation of the intergovernmental bodies in charge of the implementation of conventions	<ul style="list-style-type: none"> – Verification of the legal compliance of the working documents of the main conventions 	<ul style="list-style-type: none"> – Verification of the legal compliance of the working documents of the main conventions – Provision of legal advice at meetings of the main conventions (“on call” only) and subject to available resources 	<ul style="list-style-type: none"> – Verification of the legal compliance of the working documents of the main conventions – Provision of legal advice at meetings of the main conventions (“on call” only)
5. Monitoring of the Organization's standard-setting instruments coordinated	<ul style="list-style-type: none"> – Enhanced verification of compliance with monitoring procedures adopted by the Board 	<ul style="list-style-type: none"> – Enhanced verification of compliance with monitoring procedures adopted by the Board – Enhanced consistency of legal advice provided during the preparation of documents for sessions of the institutional bodies monitoring conventions 	<ul style="list-style-type: none"> – Enhanced verification of compliance with monitoring procedures adopted by the Board – Enhanced consistency of legal advice provided during the preparation of documents for sessions of the institutional bodies monitoring conventions

Chapter 4 – Ethics

- 00501** The mandate of the Ethics Office is to support UNESCO in establishing and maintaining an ethical working environment, mainly through giving advice, awareness raising and by developing, disseminating and promoting ethics related policies and procedures.
- 00502** The Ethics Office is at a critical point and in light of several policy reviews that are being conducted within UNESCO will assess whether there is a need to review its terms of reference, in consultation with internal stakeholders but also by looking into the mandate of Ethics Offices of other Multilateral Organization.
- 00503** The Ethics Office is responsible for ensuring that all UNESCO policies and procedures reinforce and promote ethical standards and for that purpose will further cooperate with relevant internal stakeholders, such as HRM, LA, IOS etc., as appropriate.
- 00504** The Ethics Office continues to play an important advisory role by providing guidance and confidential advice to all members of UNESCO personnel and to the Organization on ethics-related concerns, in order to reflect the values, principles and standards of conduct of the Organization.
- 00505** Additionally, the Ethics Office will continue to develop and deliver training to all UNESCO employees to raise awareness on ethical standards, including on conflict of interests, harassment, abuse of power, and discrimination. It will also look into the need for outreach and training on the Protection against sexual exploitation and abuse (PSEA). It will further continue to improve and deliver the Ethical Leadership training, to support and guide those in leadership roles to maintain an unimpeachable “tone at the top”. The Ethics Office will ensure that all demands for training, at headquarters and in the field, will be addressed. It will also work on further developing the e-learning tool on ethics as a mandatory training.
- 00506** The Ethics Office also manages the Financial Disclosure Programme and will reassess the existing programme, inter alia, by reviewing the questionnaire and making it more relevant for the purpose of allowing the Organization to detect and address, apparent, actual and potential conflicts of interests.
- 00507** The Ethics Office is also responsible for managing allegations of retaliation and for reviewing the Whistleblower policy, taking into account the recommendations of the JIU 2018 report on whistleblower policies and practices.
- 00508** Finally, the Ethics Office will continue to exchange best practices and lessons learned with other Ethics Advisors, inter alia, through the Ethics Network for Multilateral Organizations.
- 00509** The Ethics Office is independent from all Programme Sectors, Programme-related and Corporate Central Services, and reports directly to the Director-General.

Expected result 8: Support provided to the Organization in establishing and maintaining an ethical working environment

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	Expenditure Plan \$518M	\$507M / \$518M / \$523.6M	\$534.6M
1. Confidential advice is provided to all employees of UNESCO on general and specific ethics-related issues	– Employees receive timely advice and support for all enquiries raised	– Employees receive timely advice and support for all enquiries raised	– Employees receive timely advice and support for all enquiries raised
2. Allegations regarding ethical misconduct and wrongdoing of UNESCO employees are handled confidentially by the Ethics Office for follow-up of informal or formal complaints	– All allegations of ethical misconduct and wrongdoing are responded to by the Ethics Office. Confidentiality is maintained in all cases unless specific prior authorization is provided by complainants	– All allegations of ethical misconduct and wrongdoing are responded to by the Ethics Office. Confidentiality is maintained in all cases unless specific prior authorization is provided by complainants	– All allegations of ethical misconduct and wrongdoing are responded to by the Ethics Office. Confidentiality is maintained in all cases unless specific prior authorization is provided by complainants
3. Eligible employees will declare their interests, through a disclosure submitted to the Ethics Office in respect of the period from 1 January to 31 December	– Annual declarations are collected from all those classified to make annual disclosures by the end of the first quarter of each subsequent year unless specific derogations are granted. All disclosures are reviewed and follow-up advisory discussions are held with each employee for whom a potential conflict of interest has been identified	– Annual declarations are collected from all those classified to make annual disclosures by the end of the first quarter of each subsequent year unless specific derogations are granted. All disclosures are reviewed and follow-up advisory discussions are held with each employee for whom a potential conflict of interest has been identified	– Annual declarations are collected from all those classified to make annual disclosures by the end of the first quarter of each subsequent year unless specific derogations are granted. All disclosures are reviewed and follow-up advisory discussions are held with each employee for whom a potential conflict of interest has been identified
4. Enhancing ethics awareness amongst staff	– Regular training sessions to be held both at Headquarters and in the Field open to all employees and periodic bulletins released on subjects specific to ethics-related issues	– Regular training sessions to be held both at Headquarters and in the Field open to all employees and periodic bulletins released on subjects specific to ethics-related issues	– Regular training sessions to be held both at Headquarters and in the Field open to all employees and periodic bulletins released on subjects specific to ethics-related issues

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

00601

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

	\$507M/ \$518M	\$523.6M/ \$534.6M
Under the responsibility of HRM:		
■ International Civil Service Commission (ICSC)	700 000	700 000
■ UN System Staff College	55 000	55 000
■ UN Medical Doctors Network	10 000	10 000
■ The Human Resources Management Network of the United Nations System High-Level Committee on Management	110 000	110 000
■ Administrative Tribunal of the International Labour Organization	450 000	450 000
Under the responsibility of SEC:		
■ Statutory contribution of the UN Department of Safety and Security	3 969 300	3 969 300
■ Security requirements of staff members in the Field	12 381 000	12 381 000
■ Malicious Acts Insurance Policy	249 700	249 700
Under the responsibility of KMI:		
■ ICT Coordination activities of the United Nations System High-Level Committee on Management	70 000	70 000
Under the responsibility of BFM:		
■ Finance and Budget Network of the United Nations System High-Level Committee on Management	75 000	75 000
Under the responsibility of BSP		
■ United Nations System High-Level Committee on Programmes	44 000	44 000
■ Resident Coordinator cost sharing arrangements	4 571 400	9 142 800
Under the responsibility of IOS:		
■ United Nations Joint Inspection Unit	450 000	450 000
■ United Nations Evaluation Group	20 000	20 000
Total	23 155 400	27 726 800

Part II – Programmes and Programme-Related Services

II.A – Programmes



MP I

Education

Major Programme I

Education

ED – 1 Integrated budget based on the Appropriated regular programme budget of \$507 million

Main line of action/Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$507M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Staff budget (established posts)		54 093 900	54 093 900	54 093 900	–	–	–	–	54 093 900
Operational budget									
MLA 1 Support Member States in the implementation of SDG 4	270 873 700		270 873 700	9 722 700	–	–	97 160 000	163 991 000	270 873 700
ER1 Improved national education policies and plans to advance access to equitable and quality ECCE, primary and secondary education within a lifelong learning perspective	51 475 000		51 475 000	1 678 000	–	–	33 867 000	15 930 000	51 475 000
ER2 Equitable and responsive TVET systems established to equitably equip youth and adults, both women and men, with relevant skills for employment, decent work and entrepreneurship	38 208 400		38 208 400	1 556 400	–	–	13 208 000	23 444 000	38 208 400
ER3 Improved policies and plans and mobilisation of global efforts to enhance, scale-up, including through ICT, and monitor the acquisition of foundational skills and lifelong learning opportunities for youth and adults, both women and men	15 830 100		15 830 100	808 100	–	–	880 000	14 142 000	15 830 100
ER4 Improved national policies and capacities to increase access for all women and men to equitable, affordable and quality-assured higher education and to advance the recognition of studies	7 679 800		7 679 800	1 352 800	–	–	–	6 327 000	7 679 800
ER5 National teacher policies developed and /or implemented and teacher training programmes improved to increase the supply of qualified and motivated teachers	35 824 200		35 824 200	1 037 200	–	–	6 931 000	27 856 000	35 824 200
ER6 National capacities strengthened to equip learners with knowledge, skills, values and attitudes needed to live healthy lives, promote sustainable development and engage with the world as responsible global citizens	58 555 600		58 555 600	1 711 600	–	–	20 334 000	36 510 000	58 555 600
ER7 National capacities strengthened to address gender equality holistically in national education systems	30 092 600		30 092 600	606 600	–	–	10 971 000	18 515 000	30 092 600
ER8 Increased learning opportunities for persons in vulnerable situations, with particular attention given to crisis-affected populations, including refugees, internally displaced persons and migrants, as well as persons with learning challenges, including disabilities	33 208 000		33 208 000	972 000	–	–	10 969 000	21 267 000	33 208 000

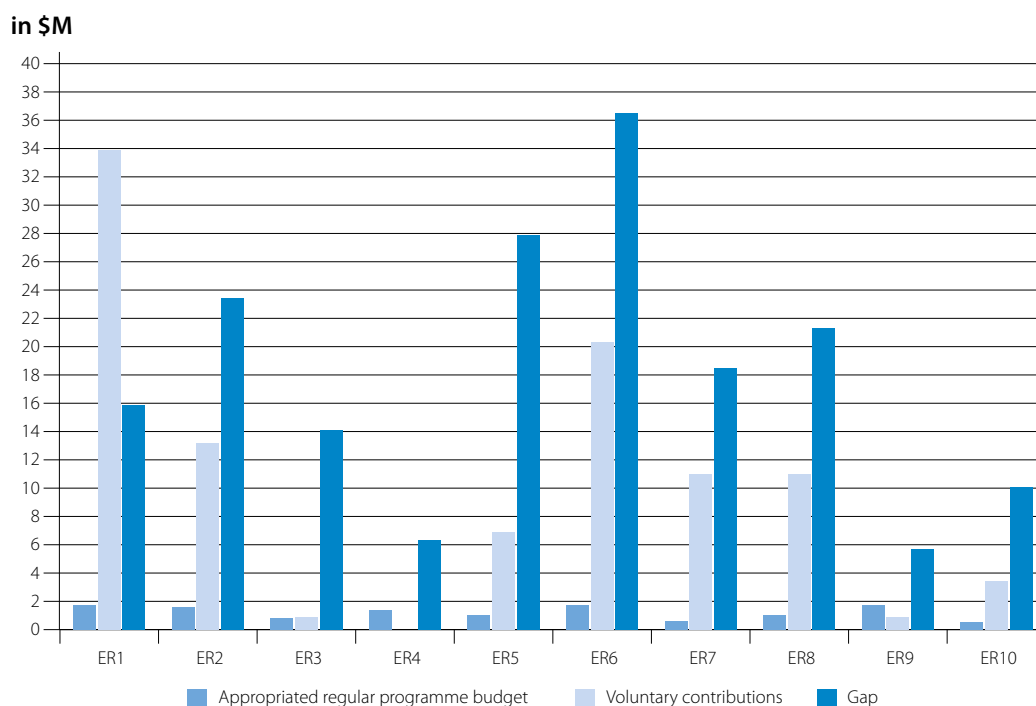
¹ The Appropriated regular programme budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Main line of action/Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$507M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
MLA 2 Lead SDG 4–Education 2030 coordination and reviewing/monitoring	22 300 400		22 300 400	2 224 400	–	–	4 301 000	15 775 000	22 300 400
ER9 SDG 4–Education 2030 effectively coordinated through UNESCO's global leadership and mandate	8 325 000		8 325 000	1 735 000		–	880 000	5 710 000	8 325 000
ER10 Research and foresight, monitoring and reporting on SDG 4–Education 2030 have effectively generated evidence, recommendations and insight to advance progress towards SDG 4	13 975 400		13 975 400	489 400	–	–	3 421 000	10 065 000	13 975 400
Subtotal, Operational budget	293 174 100	–	293 174 100	11 947 100	–	–	101 461 000	179 766 000	293 174 100
Subtotal, Headquarters and Field	293 174 100	54 093 900	347 268 000	66 041 000	–	–	101 461 000	179 766 000	347 268 000
UNESCO Education Institutes									
UNESCO International Bureau of Education (IBE)	13 502 700	–	13 502 700	3 502 700	–	–	–	10 000 000	13 502 700
UNESCO International Institute for Educational Planning (IIEP)	54 147 500	–	54 147 500	3 703 500	–	–	12 444 000	38 000 000	54 147 500
UNESCO Institute for Lifelong Learning (UIL)	9 366 200	–	9 366 200	1 356 200	–	–	3 910 000	4 100 000	9 366 200
UNESCO Institute for Information Technologies in Education (IITE)	2 011 900	–	2 011 900	620 900	–	–	391 000	1 000 000	2 011 900
UNESCO International Institute for Capacity-Building in Africa (IICBA)	3 714 000	–	3 714 000	1 714 000	–	–	–	2 000 000	3 714 000
UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC)	2 499 300	–	2 499 300	1 499 300	–	–	–	1 000 000	2 499 300
Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP)	8 054 600	–	8 054 600	426 600	–	–	–	7 628 000	8 054 600
Subtotal, UNESCO Education institutes	93 296 200	–	93 296 200	12 823 200	–	–	16 745 000	63 728 000	93 296 200
Total, Major Programme I	386 470 300	54 093 900	440 564 200	78 864 200	–	–	118 206 000	243 494 000	440 564 200

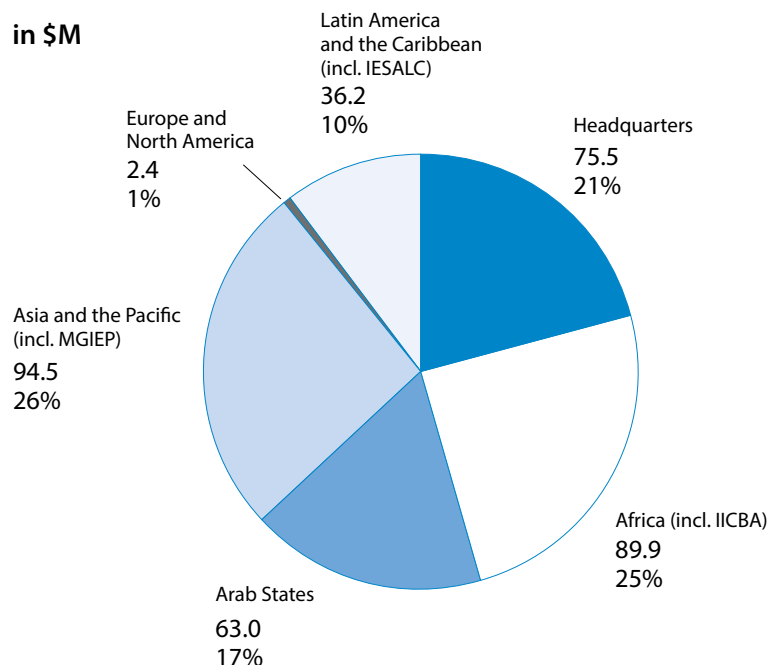
1 The Appropriated regular programme budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Contribution of UNESCO Education Institutes to Major Programme I Expected Results								
Main line of action/Expected result (ER)	IBE	IIEP	UIL	IITE	IICBA	IESALC	MGIEP	Total
	\$	\$	\$	\$	\$	\$	\$	\$
MLA 1 Support Member States in the implementation of SDG 4	13 502 700	46 025 400	7 493 000	2 011 900	3 714 000	2 499 300	4 027 300	79 273 600
ER1 Improved national education policies and plans to advance access to equitable and quality ECCE, primary and secondary education within a lifelong learning perspective	13 502 700	46 025 400	3 746 500	2 011 900	–	–	–	65 286 500
ER2 Equitable and responsive TVET systems established to equitably equip youth and adults, both women and men, with relevant skills for employment, decent work and entrepreneurship	–	–	–	–	–	–	–	–
ER3 Improved policies and plans and mobilisation of global efforts to enhance, scale-up, including through ICT, and monitor the acquisition of foundational skills and lifelong learning opportunities for youth and adults, both women and men	–	–	3 746 500	–	–	–	–	3 746 500
ER4 Improved national policies and capacities to increase access for all women and men to equitable, affordable and quality- assured higher education and to advance the recognition of studies	–	–	–	–	–	2 499 300	–	2 499 300
ER5 National teacher policies developed and /or implemented and teacher training programmes improved to increase the supply of qualified and motivated teachers	–	–	–	–	3 714 000	–	–	3 714 000
ER6 National capacities strengthened to equip learners with knowledge, skills, values and attitudes needed to live healthy lives, promote sustainable development and engage with the world as responsible global citizens	–	–	–	–	–	–	4 027 300	4 027 300
ER7 National capacities strengthened to address gender equality holistically in national education systems	–	–	–	–	–	–	–	–
ER8 Increased learning opportunities for persons in vulnerable situations, with particular attention given to crisis-affected populations, including refugees, internally displaced persons and migrants, as well as persons with learning challenges, including disabilities	–	–	–	–	–	–	–	–
MLA 2 Lead SDG 4–Education 2030 coordination and reviewing /monitoring	–	8 122 100	1 873 200	–	–	–	4 027 300	14 022 600
ER9 SDG 4–Education 2030 effectively coordinated through UNESCO's global leadership and mandate	–	–	–	–	–	–	–	–
ER10 Research and foresight, monitoring and reporting on SDG 4–Education 2030 have effectively generated evidence, recommendations and insight to advance progress towards SDG 4	–	8 122 100	1 873 200	–	–	–	4 027 300	14 022 600
TOTAL	13 502 700	54 147 500	9 366 200	2 011 900	3 714 000	2 499 300	8 054 600	93 296 200

Total operational budget by expected result
Appropriated regular programme budget, Voluntary contributions and Gap
(Appropriated regular programme budget of \$507M)



Distribution of total resources (staff and operational budget)
by Region and Headquarters
(Appropriated regular programme budget of \$507M)



Contribution to global priorities

	Priority Africa		Priority Gender Equality	
	\$	%	\$	%
Within total operational budget	\$81.5M	21%	\$61.0M	16%

ED – 2 Integrated budget based on the Appropriated regular programme budget of \$518 million/\$523.6 million

Main line of action/Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$518M/\$523.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Staff budget (established posts)		54 093 900	54 093 900	54 093 900	–	–	–	–	54 093 900
Operational budget									
MLA 1 Support Member States in the implementation of SDG 4	272 387 500		272 387 500	11 236 500	–	–	97 160 000	163 991 000	272 387 500
ER1 Improved national education policies and plans to advance access to equitable and quality ECCE, primary and secondary education within a lifelong learning perspective	51 736 300		51 736 300	1 939 300	–	–	33 867 000	15 930 000	51 736 300
ER2 Equitable and responsive TVET systems established to equitably equip youth and adults, both women and men, with relevant skills for employment, decent work and entrepreneurship	38 450 700		38 450 700	1 798 700	–	–	13 208 000	23 444 000	38 450 700
ER3 Improved policies and plans and mobilisation of global efforts to enhance, scale-up, including through ICT, and monitor the acquisition of foundational skills and lifelong learning opportunities for youth and adults, both women and men	15 955 900		15 955 900	933 900	–	–	880 000	14 142 000	15 955 900
ER4 Improved national policies and capacities to increase access for all women and men to equitable, affordable and quality- assured higher education and to advance the recognition of studies	7 890 400		7 890 400	1 563 400	–	–	–	6 327 000	7 890 400
ER5 National teacher policies developed and /or implemented and teacher training programmes improved to increase the supply of qualified and motivated teachers	35 985 700		35 985 700	1 198 700	–	–	6 931 000	27 856 000	35 985 700
ER6 National capacities strengthened to equip learners with knowledge, skills, values and attitudes needed to live healthy lives, promote sustainable development and engage with the world as responsible global citizens	58 822 200		58 822 200	1 978 200	–	–	20 334 000	36 510 000	58 822 200
ER7 National capacities strengthened to address gender equality holistically in national education systems	30 187 000		30 187 000	701 000		–	10 971 000	18 515 000	30 187 000
ER8 Increased learning opportunities for persons in vulnerable situations, with particular attention given to crisis-affected populations, including refugees, internally displaced persons and migrants, as well as persons with learning challenges, including disabilities	33 359 300		33 359 300	1 123 300	–	–	10 969 000	21 267 000	33 359 300

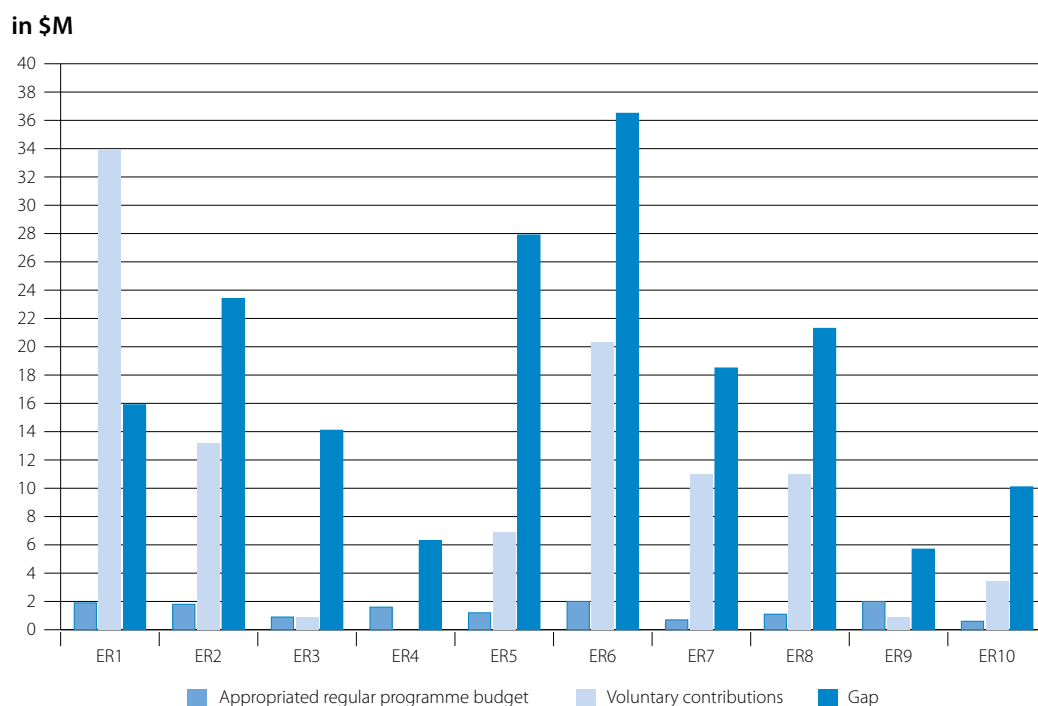
¹ Under the \$518M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds. Under the \$523.6M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Main line of action/Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$518M/ \$523.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
MLA 2 Lead SDG 4–Education 2030 coordination and reviewing/ monitoring	22 646 700		22 646 700	2 570 700	–	–	4 301 000	15 775 000	22 646 700
ER9 SDG 4–Education 2030 effectively coordinated through UNESCO's global leadership and mandate	8 595 100		8 595 100	2 005 100		–	880 000	5 710 000	8 595 100
ER10 Research and foresight, monitoring and reporting on SDG 4–Education 2030 have effectively generated evidence, recommendations and insight to advance progress towards SDG 4	14 051 600		14 051 600	565 600	–	–	3 421 000	10 065 000	14 051 600
Subtotal, Operational budget	295 034 200	–	295 034 200	13 807 200	–	–	101 461 000	179 766 000	295 034 200
Subtotal, Headquarters and Field	295 034 200	54 093 900	349 128 100	67 901 100	–	–	101 461 000	179 766 000	349 128 100
UNESCO Education Institutes									
UNESCO International Bureau of Education (IBE)	14 048 100	–	14 048 100	4 048 100	–	–	–	10 000 000	14 048 100
UNESCO International Institute for Educational Planning (IIEP)	54 724 200	–	54 724 200	4 280 200	–	–	12 444 000	38 000 000	54 724 200
UNESCO Institute for Lifelong Learning (UIL)	9 577 400	–	9 577 400	1 567 400	–	–	3 910 000	4 100 000	9 577 400
UNESCO Institute for Information Technologies in Education (IITE)	2 108 600	–	2 108 600	717 600	–	–	391 000	1 000 000	2 108 600
UNESCO International Institute for Capacity-Building in Africa (IICBA)	3 980 900	–	3 980 900	1 980 900	–	–	–	2 000 000	3 980 900
UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC)	2 732 800	–	2 732 800	1 732 800	–	–	–	1 000 000	2 732 800
Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP)	8 121 000	–	8 121 000	493 000	–	–	–	7 628 000	8 121 000
Subtotal, UNESCO Education Institutes	95 293 000	–	95 293 000	14 820 000	–	–	16 745 000	63 728 000	95 293 000
Total, Major Programme I	390 327 200	54 093 900	444 421 100	82 721 100	–	–	118 206 000	243 494 000	444 421 100

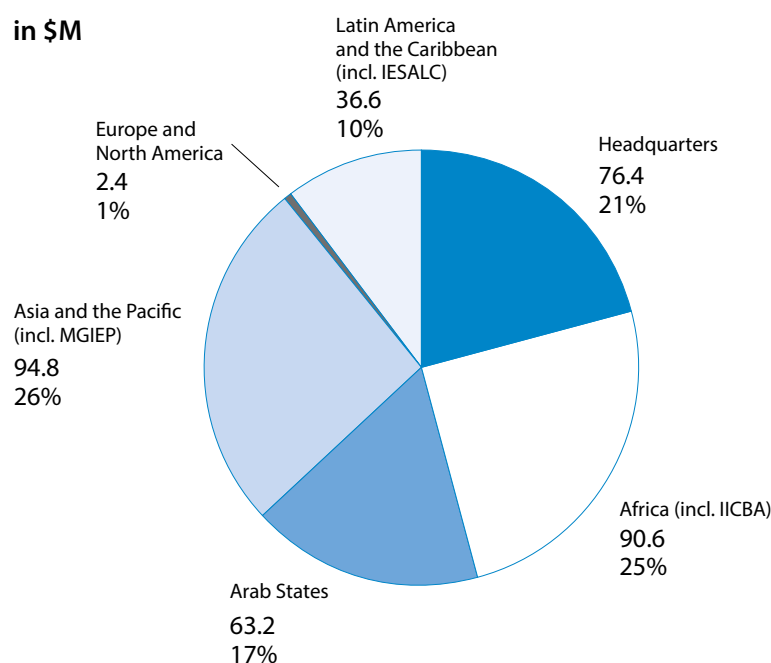
1 Under the \$518M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds. Under the \$523.6M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Contribution of UNESCO Education Institutes to Major Programme I Expected Results								
Main line of action/Expected result (ER)	IBE	IIEP	UIL	IITE	IICBA	IESALC	MGIEP	Total
	\$	\$	\$	\$	\$	\$	\$	\$
MLA 1 Support Member States in the implementation of SDG 4	14 048 100	46 515 600	7 661 900	2 108 600	3 980 900	2 732 800	4 060 500	81 108 400
ER1 Improved national education policies and plans to advance access to equitable and quality ECCE, primary and secondary education within a lifelong learning perspective	14 048 100	46 515 600	3 830 900	2 108 600	–	–	–	66 503 200
ER2 Equitable and responsive TVET systems established to equitably equip youth and adults, both women and men, with relevant skills for employment, decent work and entrepreneurship	–	–	–	–	–	–	–	–
ER3 Improved policies and plans and mobilisation of global efforts to enhance, scale-up, including through ICT, and monitor the acquisition of foundational skills and lifelong learning opportunities for youth and adults, both women and men	–	–	3 831 000	–	–	–	–	3 831 000
ER4 Improved national policies and capacities to increase access for all women and men to equitable, affordable and quality-assured higher education and to advance the recognition of studies	–	–	–	–	–	2 732 800	–	2 732 800
ER5 National teacher policies developed and /or implemented and teacher training programmes improved to increase the supply of qualified and motivated teachers	–	–	–	–	3 980 900	–	–	3 980 900
ER6 National capacities strengthened to equip learners with knowledge, skills, values and attitudes needed to live healthy lives, promote sustainable development and engage with the world as responsible global citizens	–	–	–	–	–	–	4 060 500	4 060 500
ER7 National capacities strengthened to address gender equality holistically in national education systems	–	–	–	–	–	–	–	–
ER8 Increased learning opportunities for persons in vulnerable situations, with particular attention given to crisis-affected populations, including refugees, internally displaced persons and migrants, as well as persons with learning challenges, including disabilities	–	–	–	–	–	–	–	–
MLA 2 Lead SDG 4–Education 2030 coordination and reviewing /monitoring	–	8 208 600	1 915 500	–	–	–	4 060 500	14 184 600
ER9 SDG 4–Education 2030 effectively coordinated through UNESCO's global leadership and mandate	–	–	–	–	–	–	–	–
ER10 Research and foresight, monitoring and reporting on SDG 4–Education 2030 have effectively generated evidence, recommendations and insight to advance progress towards SDG 4	–	8 208 600	1 915 500	–	–	–	4 060 500	14 184 600
TOTAL	14 048 100	54 724 200	9 577 400	2 108 600	3 980 900	2 732 800	8 121 000	95 293 000

Total operational budget by expected result
Appropriated regular programme budget, Voluntary contributions and Gap
(Appropriated regular programme budget of \$518M/\$523.6M)



Distribution of total resources (staff and operational budget)
by Region and Headquarters
(Appropriated regular programme budget of \$518M/\$523.6M)



Contribution to global priorities

	Priority Africa		Priority Gender Equality	
	\$	%	\$	%
Within total operational budget	\$81.5M	21%	\$61.0M	16%

ED – 3 Integrated budget based on the Appropriated Regular Programme Budget of \$534.6 million

Main line of action/Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Staff budget (established posts)		54 733 200	54 733 200	54 733 200	–	–	–	–	54 733 200
Operational budget									
MLA 1 Support Member States in the implementation of SDG 4	274 045 600		274 045 600	12 894 600	–	–	97 160 000	163 991 000	274 045 600
ER1 Improved national education policies and plans to advance access to equitable and quality ECCE, primary and secondary education within a lifelong learning perspective	51 745 700		51 745 700	1 948 700	–	–	33 867 000	15 930 000	51 745 700
ER2 Equitable and responsive TVET systems established to equitably equip youth and adults, both women and men, with relevant skills for employment, decent work and entrepreneurship	38 459 400		38 459 400	1 807 400	–	–	13 208 000	23 444 000	38 459 400
ER3 Improved policies and plans and mobilisation of global efforts to enhance, scale-up, including through ICT, and monitor the acquisition of foundational skills and lifelong learning opportunities for youth and adults, both women and men	15 960 400		15 960 400	938 400	–	–	880 000	14 142 000	15 960 400
ER4 Improved national policies and capacities to increase access for all women and men to equitable, affordable and quality- assured higher education and to advance the recognition of studies	7 898 000		7 898 000	1 571 000	–	–	–	6 327 000	7 898 000
ER5 National teacher policies developed and /or implemented and teacher training programmes improved to increase the supply of qualified and motivated teachers	35 991 500		35 991 500	1 204 500	–	–	6 931 000	27 856 000	35 991 500
ER6 National capacities strengthened to equip learners with knowledge, skills, values and attitudes needed to live healthy lives, promote sustainable development and engage with the world as responsible global citizens	58 831 800		58 831 800	1 987 800	–	–	20 334 000	36 510 000	58 831 800
ER7 National capacities strengthened to address gender equality holistically in national education systems	30 190 400		30 190 400	704 400	–	–	10 971 000	18 515 000	30 190 400
ER8 Increased learning opportunities for persons in vulnerable situations, with particular attention given to crisis-affected populations, including refugees, internally displaced persons and migrants, as well as persons with learning challenges, including disabilities	34 968 400		34 968 400	2 732 400	–	–	10 969 000	21 267 000	34 968 400

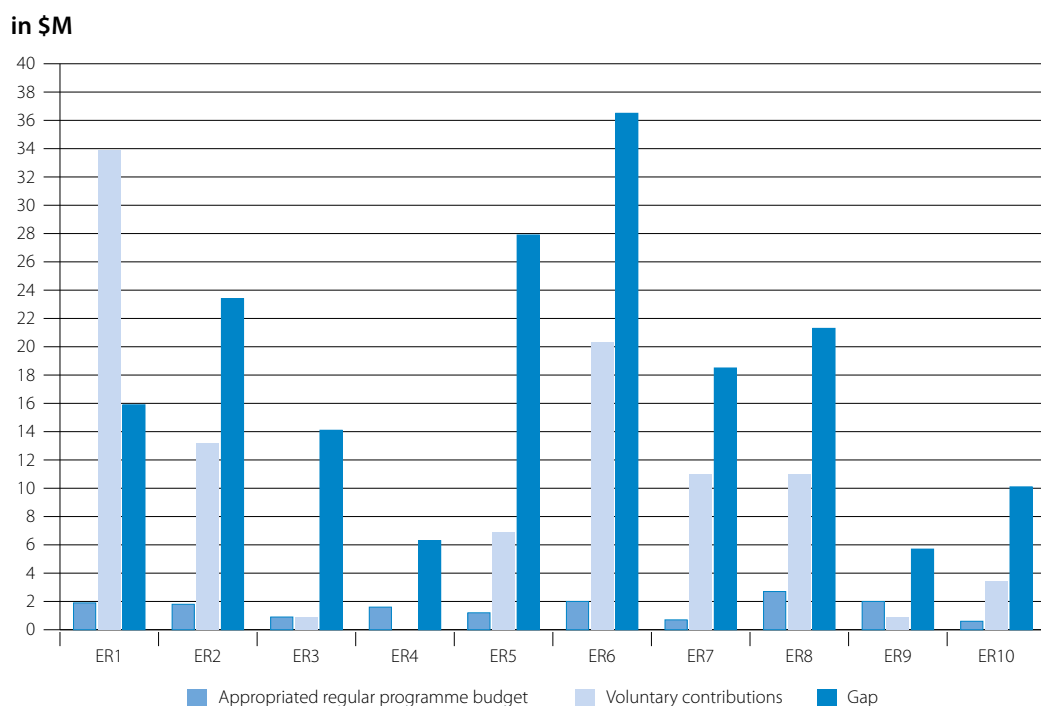
¹ The Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Main line of action/Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
MLA 2 Lead SDG 4–Education 2030 coordination and reviewing/ monitoring	22 659 000		22 659 000	2 583 000	–	–	4 301 000	15 775 000	22 659 000
ER9 SDG 4–Education 2030 effectively coordinated through UNESCO's global leadership and mandate	8 604 800		8 604 800	2 014 800	–	–	880 000	5 710 000	8 604 800
ER10 Research and foresight, monitoring and reporting on SDG 4–Education 2030 have effectively generated evidence, recommendations and insight to advance progress towards SDG 4	14 054 200		14 054 200	568 200		–	3 421 000	10 065 000	14 054 200
Subtotal, Operational budget	296 704 600	–	296 704 600	15 477 600	–	–	101 461 000	179 766 000	296 704 600
Subtotal, Headquarters and Field	296 704 600	54 733 200	351 437 800	70 210 800	–	–	101 461 000	179 766 000	351 437 800
UNESCO Education Institutes									
UNESCO International Bureau of Education (IBE)	14 048 100	–	14 048 100	4 048 100	–	–	–	10 000 000	14 048 100
UNESCO International Institute for Educational Planning (IIEP)	54 724 200	–	54 724 200	4 280 200	–	–	12 444 000	38 000 000	54 724 200
UNESCO Institute for Lifelong Learning (UIL)	9 577 400	–	9 577 400	1 567 400	–	–	3 910 000	4 100 000	9 577 400
UNESCO Institute for Information Technologies in Education (IITE)	2 108 600	–	2 108 600	717 600	–	–	391 000	1 000 000	2 108 600
UNESCO International Institute for Capacity-Building in Africa (IICBA)	3 980 900	–	3 980 900	1 980 900	–	–	–	2 000 000	3 980 900
UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC)	2 732 800	–	2 732 800	1 732 800	–	–	–	1 000 000	2 732 800
Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP)	8 121 000	–	8 121 000	493 000	–	–	–	7 628 000	8 121 000
Subtotal, UNESCO Education Institutes	95 293 000	–	95 293 000	14 820 000	–	–	16 745 000	63 728 000	95 293 000
Total, Major Programme I	391 997 600	54 733 200	446 730 800	85 030 800	–	–	118 206 000	243 494 000	446 730 800

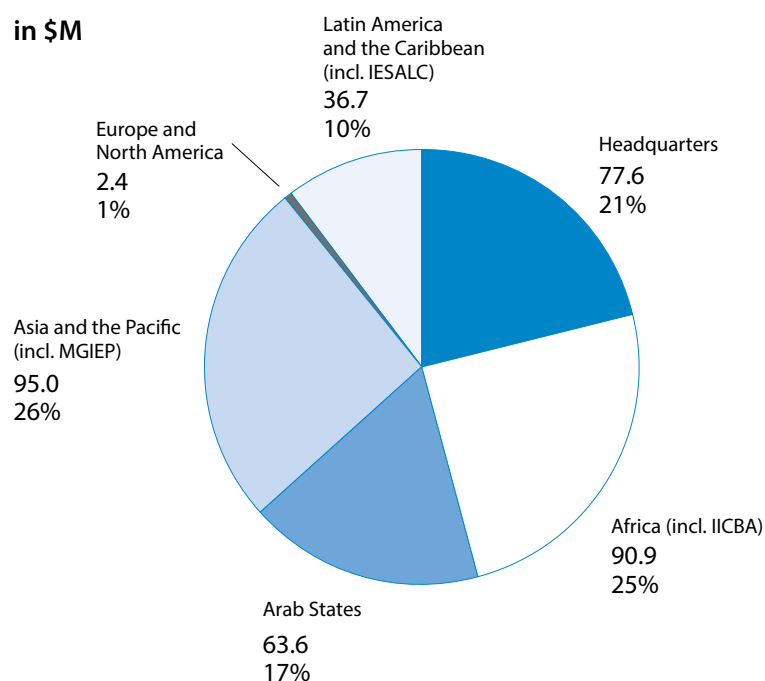
¹ The Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Contribution of UNESCO Education Institutes to Major Programme I Expected Results								
Main line of action/Expected result (ER)	IBE	IIEP	UIL	IITE	IICBA	IESALC	MGIEP	Total
	\$	\$	\$	\$	\$	\$	\$	\$
MLA 1 Support Member States in the implementation of SDG 4	14 048 100	46 515 600	7 661 900	2 108 600	3 980 900	2 732 800	4 060 500	81 108 400
ER1 Improved national education policies and plans to advance access to equitable and quality ECCE, primary and secondary education within a lifelong learning perspective	14 048 100	46 515 600	3 830 900	2 108 600	–	–	–	66 503 200
ER2 Equitable and responsive TVET systems established to equitably equip youth and adults, both women and men, with relevant skills for employment, decent work and entrepreneurship	–	–	–	–	–	–	–	–
ER3 Improved policies and plans and mobilisation of global efforts to enhance, scale-up, including through ICT, and monitor the acquisition of foundational skills and lifelong learning opportunities for youth and adults, both women and men	–	–	3 831 000	–	–	–	–	3 831 000
ER4 Improved national policies and capacities to increase access for all women and men to equitable, affordable and quality- assured higher education and to advance the recognition of studies	–	–	–	–	–	2 732 800	–	2 732 800
ER5 National teacher policies developed and /or implemented and teacher training programmes improved to increase the supply of qualified and motivated teachers	–	–	–	–	3 980 900	–	–	3 980 900
ER6 National capacities strengthened to equip learners with knowledge, skills, values and attitudes needed to live healthy lives, promote sustainable development and engage with the world as responsible global citizens	–	–	–	–	–	–	4 060 500	4 060 500
ER7 National capacities strengthened to address gender equality holistically in national education systems	–	–	–	–	–	–	–	–
ER8 Increased learning opportunities for persons in vulnerable situations, with particular attention given to crisis-affected populations, including refugees, internally displaced persons and migrants, as well as persons with learning challenges, including disabilities	–	–	–	–	–	–	–	–
MLA 2 Lead SDG 4–Education 2030 coordination and reviewing /monitoring	–	8 208 600	1 915 500	–	–	–	4 060 500	14 184 600
ER9 SDG 4–Education 2030 effectively coordinated through UNESCO's global leadership and mandate	–	–	–	–	–	–	–	–
ER10 Research and foresight, monitoring and reporting on SDG 4–Education 2030 have effectively generated evidence, recommendations and insight to advance progress towards SDG 4	–	8 208 600	1 915 500	–	–	–	4 060 500	14 184 600
TOTAL	14 048 100	54 724 200	9 577 400	2 108 600	3 980 900	2 732 800	8 121 000	95 293 000

Total operational budget by expected result
Appropriated regular programme budget, Voluntary contributions and Gap
(Appropriated regular programme budget of \$534.6M)



Distribution of total resources (staff and operational budget)
by Region and Headquarters
(Appropriated regular programme budget of \$534.6M)



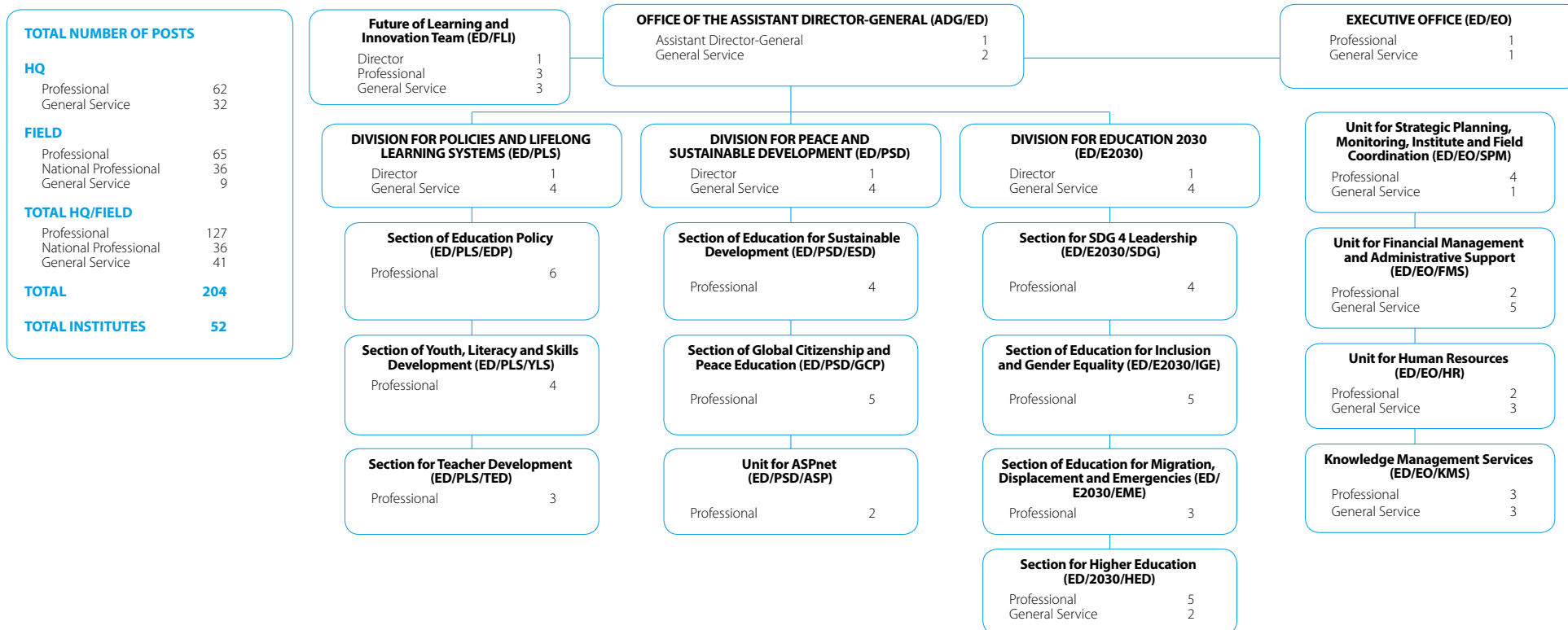
Contribution to global priorities

	Priority Africa		Priority Gender Equality	
	\$	%	\$	%
Within total operational budget	\$81.5M	21%	\$61.0M	16%

EDUCATION SECTOR (ED)

ORGANIZATIONAL CHART (ESTABLISHED POSTS)

Integrated budget based on the Appropriated regular programme budget of \$507M, \$518M, \$523.6M**



FIELD OFFICES AND REGIONAL EDUCATION INSTITUTES				
AFRICA Professional 20 National Professional 13 General Service 2 International Institute for Capacity-Building in Africa (IICBA), Addis Ababa, Ethiopia Director 1 National Professional 1 General Service 5	ARAB STATES Director 1 Professional 14 National Professional 2 General Service 1	ASIA AND THE PACIFIC Professional 17 National Professional 11 General Service 4 Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP), New Delhi, India Director 1	LATIN AMERICA AND THE CARIBBEAN Professional 9 National Professional 10 General Service 2 International Institute for Higher Education in Latin America and the Caribbean (IESALC), Caracas, Venezuela Director 1 National Professional 1 General Service 2	EUROPE AND NORTH AMERICA Professional 4
GLOBAL EDUCATION INSTITUTES				
International Bureau of Education (IBE), Geneva, Switzerland Director 1 Professional 2 General Service 2	International Institute for Educational Planning (IIEP), Paris, France Director 2 Professional 15 General Service 10	Institute for Information Technologies in Education (IITE), Moscow, Russian Federation Director 1 General Service 1	UNESCO Institute for Lifelong Learning (UIL), Hamburg, Germany Director 1 Professional 3 General Service 2	

**Under the Integrated budget based on the Appropriated regular programme budget of \$534.6M two professional posts would be created, one in the Section of Education Policy and one in the UNESCO Beirut Office.

Major Programme I

Education

01001 Education lies at the core of the 2030 Sustainable Development Agenda – as a force for inclusion, development and peace as it empowers individuals with the knowledge and skills to shape their future. Major Programme I (MP I) will continue to promote this vision during the 2020-2021 biennium and maintain the programmatic directions adopted for the four-year programme 2018-2021. The Main Lines of Action and ten Expected Results (ERs) of the Approved 39 C/5 Programme, which are in full alignment with Sustainable Development Goal 4 (SDG 4) targets, will therefore be sustained. The Global Education Meeting (Brussels, December 2018), which UNESCO convened as part of its mandated role as the lead agency and coordinator of the Education 2030 agenda, identified a set of strategic priority areas requiring political guidance and intervention for the effective achievement of the global Education 2030 agenda. These priority areas lay out the roadmap for UNESCO's work ahead. In this biennium, increased focus will therefore be placed on addressing gaps related to inclusion. To this end, the Education Sector will scale up its work to advance gender equality in and through education, with targeted actions to address girls' and women's disadvantage. Moreover, the Sector will seek to increase learning opportunities for migrants, refugees and internally displaced persons (IDPs), focusing on strengthening social cohesion. A secondary emphasis during this biennium relates to reaffirming UNESCO's intellectual leadership and laboratory of ideas function by reinforcing the research and foresight mandate of the Sector.

01002 As part of its work related to research and foresight, UNESCO will develop a new global report reflecting on the future of education, to be released in 2021. In the current global context of transformation, complexity and uncertainty, dominated by technology and data, there is an increasing need to rethink education and the organization of learning. By engaging a wide range of stakeholders in a participatory process, the global report will aim to provoke public policy debate and to establish a sustained research and foresight function within the Sector, asserting UNESCO as a hub to anticipate emerging issues in education. This work will directly contribute to ER 10 (relating to research and foresight, monitoring and reporting).

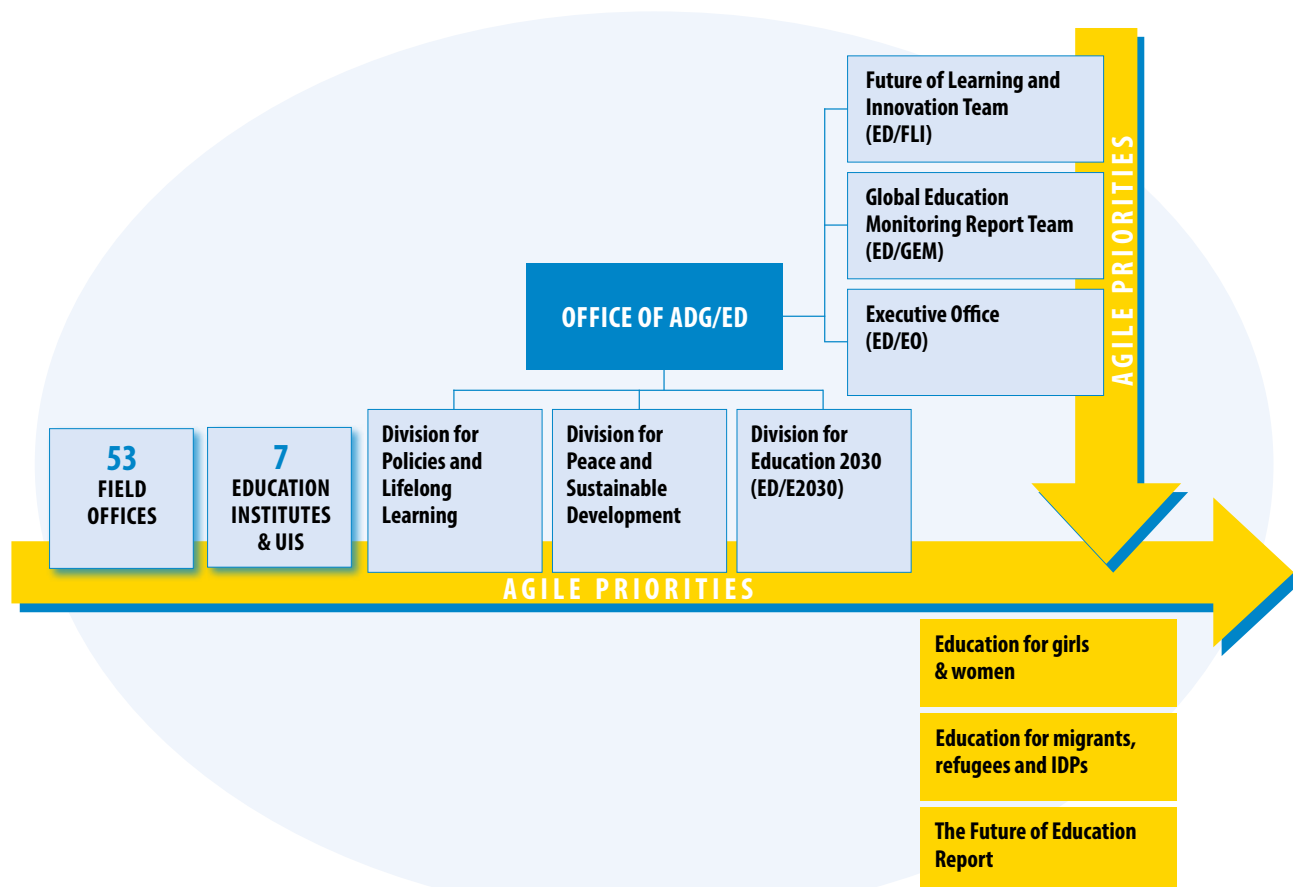
01003 Focus will also be given to the implementation of UNESCO's targeted strategy on girls' and women's education. While gender equality in education remains a priority area of the Education Sector, there is a firm recognition that girls' and women's socio-economic vulnerability remains a major barrier towards human development and the attainment of SDGs 4 and 5. Therefore, a dedicated strategy will seek to address gender data gaps in order to better inform education policy and planning; improve legal frameworks and gender-responsive policies and plans; and ensure quality interventions to empower girls and women and make education systems safe and gender transformative. The strategy will be part of the work programme of the Education Sector under ER 7 (relating to gender equality) and will be the guiding framework for programme delivery for this target population during the biennium.

01004 Another area of strategic importance concerns the right to an inclusive quality education for migrants, refugees and IDPs. For many years, UNESCO has engaged in education-related

work in contexts of emergencies and protracted crises. Building on this and on the recommendations of the 2019 Global Education Monitoring Report on migration, displacement and education, renewed focus will be given to serving the educational needs of migrants, refugees and IDPs. This will be guided by a longer-term development perspective and with sustainable solutions for social reintegration and cohesion. UNESCO's interventions under ER 8 (relating to inclusion and crisis affected populations), will be guided by four main axes, including: a) strengthening inclusive legal, policy and planning frameworks; b) fostering a culture of inclusion in and through education; c) reinforcing mechanisms for the recognition of skills and qualifications; and d) bridging the humanitarian-development nexus in situations of crisis and forced displacement.

01005 To more effectively respond to these priority areas, the Education Sector will make minor adjustments to its structure as reflected in the new organigram. A new Future of Learning and Innovation Team and a new Section of Education for Migration, Displacement and Emergencies will be established. Compared to the 39 C/5 and regardless of the scenarios, three additional posts will be created in the priority areas, and three other posts will be created to regularize staff transfers in the 2018-2019 biennium.

01006 More importantly, to better deliver on the priority areas, the Education Sector will call upon expertise from Headquarters, the field offices and category 1 institutes as well as from across the other education thematic areas in a flexible and time bound manner. In an effort to become more responsive, the Sector will innovate by adopting a multidisciplinary team-based approach, based on the agile methodology, which is a project management process that can help the Sector in improving joint delivery and rapid decision-making. This methodology is an integral part of the strategic transformation and the Education Sector volunteered to be a pilot in its implementation during 2020-2021. The diagram below provides an illustration of the proposed agile approach to the education structure.



- 01007** Under the \$518 million regular budget scenario (and the \$523.6 million scenario, within which MP I has the same budget envelope), the Sector will operate with a regular programme budget of \$82.7 million. As a result of the revised standard staff costs to be applied from 2020 and the creation of new posts as described above, staff costs will increase by 5% compared to the Approved 39 C/5. These changes will imply a reduction of the activity budget of some \$2.3 million, which will not impact the financial allocation to the seven education-related category 1 institutes. Under this scenario, there will be a strategic reinforcement of the three priority areas, namely in ER 7 (relating to gender equality, in particular girls' and women's education), ER 8 (relating to inclusion and crisis affected populations) as well as ER 10 (relating to research and foresight). This will translate into a decrease in the regular programme operational budget for all the other expected results, with the exception of ER 4 (relating to higher education) which will remain at the same level. At the same time, the Sector will continue to mobilize extra-budgetary funds to reinforce the areas impacted, to ensure support to Member States in the implementation of SDG 4.
- 01008** Under the \$534.6 million scenario, the total budget for MP I is \$85.0 million. The staff costs will increase to \$54.7 million, which will give MP I the opportunity to give better foundations to the work on the right to education that is critical for SDG 4, and reflected under ER 1, by creating a professional post (P4). In addition, better learning opportunities for migrants, refugees and IDPs will be a priority and an additional professional post (P3) will be created to reinforce delivery in the field under ER 8. Moreover, the additional budget available for activities (\$1.6 million) will be used to reinforce interventions under ER 8, where resources are critically missing, to help respond to the educational needs of the increasing number of refugees, migrants and IDPs in all regions.
- 01009** Under the \$507 million scenario, the Sector will operate with a regular programme budget of \$78.9 million. Staff costs will be maintained as in the \$518 million scenario (\$54.1 million) and the regular programme budget for activities available would be limited to only \$24.8 million. With a significant reduction of 25% in comparison to the current biennium (2018-2019), the Sector would need to reduce its programme activities, in particular in the areas of sector-wide policy and planning and education in emergencies. In this scenario, MP I would also decrease the financial allocation to the seven category 1 institutes to \$12.8 million. As the allocation to the institutes contributes directly to their staffing costs, such a reduction of their allocation would have a direct impact on personnel and a reduction in work force exercise would need to be initiated.
- 01010** Considering the strategic focus on the above-mentioned areas and the new methods of work, the implementation of the 40 C/5 will mark the transition towards the next Medium-Term Strategy of UNESCO (2022-2029) and the programmatic directions of MP I for the run-up to 2030. Therefore, this biennium will provide the transitional opportunity to reflect and refine major programmatic orientations for the years leading up to 2030.

Main line of action 1: Support Member States in the implementation of SDG 4

Provision of equitable and quality Early Childhood Care and Education (ECCE), Primary and Secondary Education (contributing to SDG targets 4.1 & 4.2)

Expected result 1: Improved national education policies and plans to advance access to equitable and quality ECCE, primary and secondary education through a system-wide lifelong learning approach

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Number of countries with policies and education sector plans (ESP) reviewed for alignment with SDG 4	B1 for policy reviews: 8 countries (of which 3 in Africa and 1 SIDS) B2 for ESPs: 20 countries (of which 10 in Africa and 1 SIDS)	<ul style="list-style-type: none"> T1 for policy reviews: 10 countries (of which 6 in Africa and 1 SIDS) promoting in all of them a gender analysis T2 for ESPs: 20 countries (of which 10 in Africa and 1 SIDS), promoting in all of them a gender analysis and gender-responsive ESPs (GEAP II; ER1, PI1) 	<ul style="list-style-type: none"> T1 for policy reviews: 12 countries (of which 6 in Africa and 1 SIDS) promoting in all of them a gender analysis T2 for ESPs: 24 countries (of which 10 in Africa and 1 SIDS), promoting in all of them a gender analysis and gender-responsive ESPs (GEAP II; ER1, PI1) 	<ul style="list-style-type: none"> T1 for policy reviews: 12 countries (of which 6 in Africa and 1 SIDS) promoting in all of them a gender analysis T2 for ESPs: 24 countries (of which 10 in Africa and 1 SIDS), promoting in all of them a gender analysis and gender-responsive ESPs (GEAP II; ER1, PI1)
2. Number of countries with improved sector-wide M&E systems, including EMIS, and which have integrated a gender perspective	18 countries (of which 10 in Africa and 1 SIDS)	<ul style="list-style-type: none"> 20 countries (of which 10 in Africa and 2 SIDS), promoting in all of them sex-disaggregated data and additional relevant gender-sensitive indicators 	<ul style="list-style-type: none"> 24 countries (of which 10 in Africa and 2 SIDS), promoting in all of them sex-disaggregated data and additional relevant gender-sensitive indicators 	<ul style="list-style-type: none"> 24 countries (of which 10 in Africa and 2 SIDS), promoting in all of them sex-disaggregated data and additional relevant gender-sensitive indicators

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
3. Number of countries with reviewed or adapted legal frameworks adhering to UNESCO's normative instruments in alignment with SDG 4 and integrating a gender perspective	1 country (of which none in Africa and no SIDS)	– 5 countries (of which 3 in Africa and 1 SIDS), promoting in all of them gender equality and equal access and opportunities to education (GEAP II; ER1, PI7)	– 6 countries (of which 3 in Africa and 1 SIDS), promoting in all of them gender equality and equal access and opportunities to education (GEAP II; ER1, PI7)	– 6 countries (of which 3 in Africa and 1 SIDS), promoting in all of them gender equality and equal access and opportunities to education (GEAP II; ER1, PI7)
4. Number of countries which have followed a systemic approach to curricula and have developed and/or completed curriculum reforms	B1: 18 countries B2: 50 countries	– T1: 20 countries undertaking curriculum reform and development process across levels of the education system and covering a wide range of issues relating to several targets of SDG 4 (i.e. GCED and STEM education) – T2: 60 countries where practitioners are trained in curriculum and learning	– T1: 20 countries undertaking curriculum reform and development process across levels of the education system and covering a wide range of issues relating to several targets of SDG 4 (i.e. GCED and STEM education) – T2: 40 countries where practitioners are trained in curriculum and learning	– T1: 20 countries undertaking curriculum reform and development process across levels of the education system and covering a wide range of issues relating to several targets of SDG 4 (i.e. GCED and STEM education) – T2: 40 countries where practitioners are trained in curriculum and learning
5. Number of countries where national capacities have been strengthened to <u>monitor learning outcomes, and to use results to improve education quality and equity in education</u>	B1: 35 countries [TERCE, third regional comparative and explanatory study; 15 countries; NEQMAP, Network on Educational Quality Monitoring in the Asia-Pacific: 20 countries] B2: 1 global policy brief on large-scale learning assessment [2017]	– T1: 40 countries – T2: 4 global policy briefs on large-scale assessments of learning produced	– T1: 50 countries – T2: 5 global policy briefs on large-scale assessments of learning produced	– T1: 50 countries – T2: 5 global policy briefs on large-scale assessments of learning produced

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
6. Number of countries where sector-wide policies and master plan or national ICT in education programmes have been developed to leverage ICTs to achieve SDG 4	B1: 15 countries B2: 10 countries	<ul style="list-style-type: none"> – T1: 15 countries (of which at least 5 in Africa and 1 SIDS) where sector-wide ICTs in education policies and master plans have been developed or updated – T2: 10 countries which have harnessed OERs for SDG 4 	<ul style="list-style-type: none"> – T1: 22 countries (of which at least 5 in Africa and 1 SIDS) where sector-wide ICTs in education policies and master plans have been developed or updated – T2: 24 countries which have harnessed OERs for SDG 4 	<ul style="list-style-type: none"> – T1: 22 countries (of which at least 5 in Africa and 1 SIDS) where sector-wide ICTs in education policies and master plans have been developed or updated – T2: 24 countries which have harnessed OERs for SDG 4

Equal access to affordable and quality TVET, including at tertiary level, for employment and entrepreneurship (contributing to SDG targets 4.3, 4.4 & 8.6)

Expected result 2: Equitable and responsive TVET systems established to equip youth and adults, both women and men, with relevant skills for employment, decent work, entrepreneurship and lifelong learning

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Number of countries with policies revised to equip youth and adults, women and men, with the skills required for employment, decent work, entrepreneurship and lifelong learning, in line with the 2015 TVET recommendation	8 countries (of which 5 in Africa and 1 SIDS) Note: The TVET strategy (2016-2021) foresees 30 countries, with 10 countries per biennium.	– 30 countries (of which 15 in Africa and 3 SIDS)	– 15 countries (of which 7 in Africa and 2 SIDS)	– 15 countries (of which 7 in Africa and 2 SIDS)
2. Number of countries which have taken measures to ensure greater access to TVET for disadvantaged groups and mainstream gender equality in TVET	8 countries (of which 5 in Africa and 1 SIDS)	– 10 countries (of which 5 in Africa and 2 SIDS)	– 10 countries (of which 5 in Africa and 2 SIDS)	– 10 countries (of which 5 in Africa and 2 SIDS)

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
3. Number of countries with capacities strengthened and skills development strategies developed to facilitate the transition to green economies	8 countries (of which 3 in Africa and 1 SIDS)	– 10 countries (of which 5 in Africa and 2 SIDS)	– 10 countries (of which 5 in Africa and 2 SIDS)	– 10 countries (of which 5 in Africa and 2 SIDS)
4. Number of UNEVOC Centres benefitting from TVET programme and enhancing knowledge sharing and learning among Member States	22 UNEVOC Centres (of which 5 in Africa and 2 SIDS) Note: The TVET strategy (2016-2021) foresees 100 UNEVOC Centres, with about 30 per biennium.	– 100 UNEVOC Centres (of which 30 in Africa and 10 SIDS)	– 100 UNEVOC Centres (of which 30 in Africa and 10 SIDS)	– 100 UNEVOC Centres (of which 30 in Africa and 10 SIDS)

Acquisition of foundational life skills for youth and adults (contributing to SDG target 4.6)

Expected result 3: Improved policies and plans and mobilization of global efforts to enhance, scale-up, including through ICT, and monitor the acquisition of foundational skills and lifelong learning opportunities for youth and adults, both women and men

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Number of countries with gender responsive education policies, strategies and plans reviewed to integrate literacy and numeracy skills	8 countries	– 10 countries (of which 3 in Africa and 1 SIDS)	– 10 countries (of which 3 in Africa and 1 SIDS)	– 10 countries (of which 3 in Africa and 1 SIDS)
2. Number of countries where capacities have been strengthened to design, manage, monitor and evaluate high quality, inclusive and gender responsive youth and adult literacy and education programmes	15 countries	– 20 countries (of which 5 in Africa and 2 SIDS)	– 20 countries (of which 5 in Africa and 2 SIDS)	– 20 countries (of which 5 in Africa and 2 SIDS)

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
3. Number of countries with frameworks and tools developed for monitoring and evaluation as well as for the assessment of learning outcomes of youth and adult literacy and education programmes, for both women and men	10 countries	– 20 countries (of which 5 in Africa and 2 SIDS)	– 20 countries (of which 5 in Africa and 2 SIDS)	– 20 countries (of which 5 in Africa and 2 SIDS)
4. Number of countries where ICTs are used for the improvement and scaling-up of youth and adult literacy and education programmes, for both women and men	8 countries	– 20 countries (of which 5 in Africa and 2 SIDS)	– 10 countries (of which 3 in Africa and 1 SIDS)	– 10 countries (of which 3 in Africa and 1 SIDS)
5. Number of countries that used the Recommendation on Adult Education and Learning to develop their adult education policies and programmes	30 countries	– 50 countries (of which 15 in Africa and 5 SIDS)	– 50 countries (of which 15 in Africa and 5 SIDS)	

Provision of Quality Higher Education (contributing to SDG target 4.3)

Expected result 4: Improved national policies and capacities to increase access for all women and men to equitable, affordable and quality-assured higher education and to advance the recognition of studies

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Number of countries and higher education institutions with policies and programmes that widen access to equitable, gender-responsive and quality-assured higher education provision, including through online/ICT delivery models and teacher training	10 countries with new/ reviewed higher education policies, technically supported by UNESCO	– 20 countries (of which 5 in Africa), of which 5 have undertaken gender analysis and taken measures to reduce gender inequalities in higher education provision	– 25 countries (of which 5 in Africa), of which 5 have undertaken gender analysis and taken measures to reduce gender inequalities in higher education provision	– 25 countries (of which 5 in Africa), of which 5 have undertaken gender analysis and taken measures to reduce gender inequalities in higher education provision
2. Number of countries which have taken measures to establish quality assurance mechanisms articulated with qualifications frameworks	5 countries implemented/ improved Quality Assurance agencies or mechanisms, technically supported by UNESCO	– 10 countries (of which 5 in Africa)	– 15 countries (of which 5 in Africa)	– 15 countries (of which 5 in Africa)
3. Formal adoption of normative instruments as a result of the organization of international and regional conferences to support quality enhancement, lifelong learning and access to higher education	B1: No global normative instrument exists and preparatory work for the global convention has started B2: 2 Regional conventions revised	– T1: 1 Global Convention adopted – T2: 1 Regional convention revised	– T1: 1 Entry into force of the Global Convention (20 countries) – T2: 1 Entry into force of 3 revised Regional Conventions (Africa, Arab States and LAC)	– T1: 1 Entry into force of the Global Convention (20 countries) – T2: 1 Entry into force of 3 revised Regional Conventions (Africa, Arab States and LAC)
4. Number of countries adhering to UNESCO's normative instruments in the recognition of higher education qualifications and study credits	5 countries	– 15 countries (of which 10 in Africa)	– 25 countries (of which 10 in Africa)	– 25 countries (of which 10 in Africa)

Increased supply of and support to qualified teachers (contributing to SDG targets 4.c, 4.1 & 4.2)

Expected result 5: National teacher policies developed and /or implemented and teacher training programmes improved to increase the supply of qualified and motivated teachers

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Number of countries with teacher policies reviewed or revised in line with SDG 4 and the 1966/1997 Recommendations concerning teachers	20 countries (of which 12 in Sub-Saharan Africa and 1 SIDS) are currently engaged in teacher policy reforms	<ul style="list-style-type: none"> – T1: 10 countries with capacities strengthened to develop or reform teacher policies and/or standards through social dialogue (of which 5 in Africa) – T2: 10 countries with capacities strengthened to monitor the supply of qualified and motivated teachers (of which 5 in Africa) 	– 24 countries (of which 7 in Africa)	– 24 countries (of which 7 in Africa)
2. Number of countries with improved frameworks and tools (e.g. TMIS) for monitoring and evaluation of the supply of trained and qualified teachers	6 countries (in Asia) (UIS tool piloted)		– 8 countries (of which 4 in Africa)	– 8 countries (of which 4 in Africa)
3. Number of national teacher education institutions with capacities strengthened to provide quality pre-service and ongoing professional development training, including through online/ ICT delivery models	B1: 20 teacher education institutions with capacity developed to use ICT in teacher education B2: 30 countries in 3 regions with teacher training on education curriculum and pedagogy	<ul style="list-style-type: none"> – T1: 45 teacher education institutions (of which at least 15 in Africa and 2 SIDS) strengthened and integrating gender concepts, gender-sensitive pedagogy and classroom management – T2: 5 countries with capacities strengthened and integrating gender concepts, gender-sensitive pedagogy and classroom management in pre-service and ongoing professional development teacher training 	– 60 teacher education institutions in at least 5 countries (of which at least 20 TEI in Africa and 2 TEI in SIDS)	– 60 teacher education institutions in at least 5 countries (of which at least 20 TEI in Africa and 2 TEI in SIDS)

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
4. <u>Number of national teacher education institutions with capacities strengthened to integrate equitable and gender-responsive curricula and pedagogy in teacher education policies and programmes</u>			<ul style="list-style-type: none"> – 60 teacher training institutions in at least 5 countries (of which at least 20 TEI in Africa and 2 TEI in SIDS) 	<ul style="list-style-type: none"> – 60 teacher training institutions in at least 5 countries (of which at least 20 TEI in Africa and 2 TEI in SIDS)
5. Advocacy, knowledge-generation and partnership building to enhance support and commitment to advance SDG 4.c	<p>B1: 4 advocacy events and 1 teacher awards (2 World Teachers' Day, 2 TTF policy dialogue fora; 1 UNESCO-Hamdan Prize)</p> <p>B2: 2 global reports (The first two global reports in a series for unpacking SDG4.c are in progress on themes: "Requirements for the Teaching Profession" and "Teacher motivation")</p> <p>300 participants per policy forum annually</p>	<ul style="list-style-type: none"> – T1: 4 advocacy events and 1 teacher awards prepared and hosted through partnerships (2 World Teachers' Days, 2 TTF Policy Dialogue Forums and 1 UNESCO-Hamdan Prize) – Prizes) – T2: 1 global report on the teaching profession produced and disseminated – T3: Increased stakeholder participation in the TTF Policy Dialogue Forum 	<ul style="list-style-type: none"> – T1: 6 advocacy events and 1 teacher award prepared and hosted through partnerships (2 World Teachers' Days, 2 TTF Policy Dialogue Forums and 2 regional advocacy events; 1 UNESCO-Hamdan Prize) – T2: 1 global report on the teaching profession produced and disseminated; 2 policy briefs on key teacher issues – T3: Increased stakeholder participation in all advocacy and award events 	<ul style="list-style-type: none"> – T1: 6 advocacy events and 1 teacher award prepared and hosted through partnerships (2 World Teachers' Days, 2 TTF Policy Dialogue Forums and 2 regional advocacy events; 1 UNESCO-Hamdan Prize) – T2: 1 global report on the teaching profession produced and disseminated; 2 policy briefs on key teacher issues – T3: Increased stakeholder participation in all advocacy and award events

Acquiring knowledge, skills, values and attitudes needed to promote sustainable development (contributing to SDG targets 4.7, 4.a., 3, 12.8, 13.3)

01011

Education for Sustainable Development: Based on broad consultations with a wide range of stakeholders, UNESCO will embark on a new phase of Education for Sustainable Development (ESD) in 2020, as a follow-up to the Global Action Programme on ESD (2015 – 2019). In response to the increased importance placed on ESD for the achievement of the SDGs (UNGA Resolution 72/222), the overall objective of the new phase will be to build a more just and sustainable world. ESD's contribution to all SDGs will be strengthened, with particular focus placed on SDG 4 and the importance of learning content for the well-being of humanity. To this end, UNESCO will support Member States in their efforts to integrate ESD in the areas of policy, learning environment, training educators, youth and community action. Furthermore, UNESCO will support an inclusive network of partners, enhance advocacy and monitoring, and provide evidence informed guidance on issues that are key for the future of ESD.

Expected result 6: National capacities strengthened to equip learners with knowledge, skills, values and attitudes needed to live healthy lives, promote sustainable development and engage with the world as responsible global citizens

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Number of countries with capacities developed to integrate GCED and ESD, including human rights, in national policies, curricula, teacher education and student assessments at all levels	26 countries (of which 8 in Africa and 5 SIDS)	– 50 countries (of which 10 SIDS)	– 60 countries (of which 10 SIDS)	– 60 countries (of which 10 SIDS)
2. Number of countries that express a policy commitment to GCED and ESD and a resolve to take action to ensure that GCED and ESD are integrated in national policies, curricula, teacher education and student assessment	57 countries (of which 14 in Africa and 1 SIDS)	– 70 countries	– 75 countries	– 75 countries
3. ASPnet member institutions engaged in innovative programmes and projects on ESD and GCED, including intercultural learning and human rights education	2,000 ASPnet members	– 5,000 ASPnet members	– 8,000 ASPnet members in 185 countries	– 8,000 ASPnet members in 185 countries

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
4. Number of countries with capacities developed to strengthen delivery of life skills-based HIV and sexuality education, and to promote safe and gender-equitable learning environments and the health and well-being of all learners.	60 countries	– 60 countries (of which 30 in Africa and 4 in SIDS)	– 60 countries (of which 30 in Africa and 4 in SIDS)	– 60 countries (of which 30 in Africa and 4 in SIDS)
5. Number of countries that express a policy commitment to promote gender equality through GCED (GEAP II; ER 1, PI5)	0	– 10 countries	– 10 countries	– 10 countries

Gender Equality in Education (contributing to SDG targets 4.5 & 5)

01012

Education and gender equality are central concerns in the 2030 Agenda for Sustainable Development, as emphasized particularly through SDG 4 (target 4.5) and SDG 5 on gender equality. Achieving gender equality in education requires actions to address deep-rooted gender discrimination and unequal power relations, including gender mainstreaming across education systems, and gender-specific programming to address differential access, participation, completion, and learning outcomes between boys and girls. This includes targeted actions to address girls' chronic and multi-faceted disadvantage, linked to unequal power relations, cultural norms and practices as well as poverty.

01013

In the 2020-2021 biennium, UNESCO will ensure that its Education programme mainstreams gender and that issues of gender equality are addressed throughout the programme cycle – including the development, implementation, monitoring and evaluation phases. MP I, including its education-related category 1 institutes, will ensure the systematic integration of gender perspectives in education through internal coordination mechanisms and tools, and strengthened gender capacity at all levels.

01014

UNESCO's programme will also focus its efforts on three thematic priorities, defined in the new strategy on girls' and women's education, namely:

- (a) **Better data to inform action on gender equality:** UNESCO will strengthen Member States' capacities to develop indicators, statistical approaches and monitoring tools to capture the full picture of gender inequalities in education. In-depth analyses will be provided on trends and recommendations on strategies to address gender disparities in education, focusing on the root causes and strategic interventions to close gender gaps.
- (b) **Better legal, policy and planning frameworks to protect rights:** UNESCO will support Member States to review and update legal frameworks to guarantee gender equality in and

through education as well as prohibit discriminatory practices, using its tested methodology and policy review guidelines. Technical assistance will be provided to ensure that education policies, strategies and plans are based on strong gender analyses, and promote gender equality.

- (c) **Better quality learning opportunities to empower:** Support will be extended to Member States to improve access to quality education for girls and women, with a special focus on keeping girls in school through secondary especially in areas hard to reach and affected by crisis, and to literacy and skills development opportunities. Attention will also be given to girls' and women's acquisition of digital skills and expanded participation in science, technology, engineering and mathematics (STEM) education; fields of opportunity in an era of rapid social, economic, technological and environmental change.

Expected result 7: National capacities strengthened to address gender equality holistically in national education systems

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. <u>Number of countries that have engaged in knowledge generation and policy dialogue to influence action on gender equality in and through education</u>	13 countries	– 20 countries (of which 10 in Africa and 2 SIDS)	– 25 countries (of which 12 in Africa and 2 SIDS)	– 25 countries (of which 12 in Africa and 2 SIDS)
2. <u>Number of countries with policies, strategies and plans reviewed and resulting recommendations to guarantee gender equality in education and prohibit discriminatory practices</u>	3 countries	– 6 countries (of which 3 in Africa)	– 8 countries (of which 3 in Africa)	– 8 countries (of which 3 in Africa)
3. <u>Number of countries with expanded quality learning opportunities for girls' and women's empowerment and skills development for life and work</u>	B1: 3 advocacy events and 2 awards B2: 2 global reports B3: Over 200 participants in 4 global policy for a	– T1: 6 advocacy events and 2 awards prepared and hosted through partnerships – T2: 2 global reports on gender equality in education produced and disseminated – T3: Increased stakeholder participation in gender equality policy dialogue fora	– 20 countries (of which 12 in Africa and 1 SIDS)	– 20 countries (of which 12 in Africa and 1 SIDS)

Increased learning opportunities for persons in vulnerable situations, with particular attention given to crisis-affected populations, including refugees, internally displaced persons and migrants, as well as persons with learning challenges, including disabilities (contributing to SDG targets 4.5, 4.a)

01015 Ensuring that each individual has an equal opportunity for educational progress is still a challenge in almost every country. Progress toward the realization of SDG 4 – and a number of the other 16 SDGs – cannot be achieved without ensuring the provision of quality education for persons in vulnerable situations. Ensuring the right to education for all, including the most vulnerable, and respecting the principle of non-discrimination, in education is a universal responsibility. At the same time, children traditionally categorized with disabilities are disproportionately represented among the children missing out on an education. While the lack of disaggregated data on children with disabilities was found to be one of the biggest obstacles to understanding the barriers that children with disabilities face, it is estimated that as many as half of the estimated 65 million primary and lower secondary school age children with disabilities in developing countries are out of school.

01016 According to the Overseas Development Institute, 75 million children and youth aged 3-18 years are living in 35 crisis-affected countries and are at great risk of being left behind. Millions more have had their learning interrupted by natural disasters and other crises. There are unprecedented numbers of forcibly displaced populations, putting huge pressure on education systems, with an estimated 50% of refugee children and 75% of refugee youth out of school globally. Marginalized groups, such as girls and disabled persons, are most affected. The number of attacks on education is also increasing, resulting in hundreds of thousands of students being denied the right to education. Far too many children, young people, teachers and education staff live in fear of attacks.

01017 To respond to these challenges, UNESCO will work in the 2020-2021 biennium towards promoting the inclusion of persons in vulnerable situations into national education systems and thereby contribute to the advancement of SDG targets 4.5 and 4.a. It will pursue its actions in the following key areas:

- (a) **Education for crisis-affected populations, including refugees, migrants and internally displaced persons (IDPs):** UNESCO will support Member States to strengthen their national education systems and capacities to expand provision and guarantee the inclusion of crisis-affected populations. This will include ensuring an adequate number of trained teachers and reliable data for informed policy and planning. UNESCO will engage in humanitarian response by focusing on formal and non-formal learning opportunities, including TVET, especially for youth affected by crisis, and investing in mitigating the gap between the humanitarian and development response. Efforts will also be launched to champion higher education opportunities, with an emphasis on protracted crisis situations. Furthermore, UNESCO will explore options for a mechanism for the recognition of prior learning achievements, skills and qualifications for refugees, migrants and IDPs. Particular focus will be given to rebuilding the education system in Iraq and the liberated areas through the UNESCO flagship initiative “Revive the Spirit of Mosul”.
- (b) **Inclusive education:** In line with its convening role, UNESCO will strengthen partnerships and networks and will stimulate policy and technical dialogue on inclusive education at relevant fora as a means to advocate for inclusive education policies and programmes. Support will also be provided to countries to reform policies related to curricula – pedagogy – teachers, through the operationalization of the *UNESCO Guidelines on Inclusion and Equity* and monitoring of normative instruments such as the *UNESCO 1960 Convention against Discrimination in Education* and the *UN Convention on the Rights of Persons with Disabilities*. Through evidence-

based research, UNESCO will address knowledge gaps by documenting factors related to quality that enable inclusion in education. It will also support efforts to document the educational status of children and youth with disabilities, who face multiple barriers in access, participation and school completion.

Expected result 8: Increased learning opportunities for persons in vulnerable situations, with particular attention given to crisis-affected populations, including refugees, internally displaced persons and migrants, as well as persons with learning challenges, including disabilities

<i>Performance indicators</i>	<i>Baselines 2016-2017</i>	<i>(IBF) Targets 2019 (39 C/5 Approved)</i>	<i>(IBF) Targets 2020-2021</i>	
		<i>\$518M Expenditure Plan</i>	<i>\$518M</i>	<i>\$534.6M</i>
1. Number of countries which have taken measures to advance inclusion in education, targeting persons with diverse learning challenges, including with disabilities, in line with the UNESCO 1960 Convention against Discrimination in Education and the UN Convention on the Rights for Persons with Disabilities	7 countries	– 14 countries	– 20 countries, of which 6 in Africa	– 20 countries, of which 6 in Africa
2. Knowledge generated and partnerships strengthened on inclusion to inform and influence policy makers and key stakeholders	B1: 2 knowledge and advocacy products B2: 2 networks	– T1: 5 knowledge and advocacy products – T2: 5 global and regional partnerships and networks strengthened or established	– T1: 8 knowledge and advocacy products – T2: 10 global and regional partnerships and networks strengthened or established	– T1: 8 knowledge and advocacy products – T2: 10 global and regional partnerships and networks strengthened or established
3. Number of initiatives implemented by the Education Sector as a whole to address the learning needs of displaced and crisis-affected populations	Not applicable (Note: Given the unpredictable nature of emergencies, reference situation cannot be determined)	– Target cannot be set in advance. – (Note: UNESCO will respond to emergency situations declared Level 3 by the United Nations and to protracted crisis situations, depending on available resources)	– 19	– 30

Main line of action 2: Lead SDG 4–Education 2030 coordination and reviewing/monitoring

Leading the Education 2030 Agenda (contributing to SDG targets 4, 17)

Expected result 9: SDG 4–Education 2030 effectively coordinated through UNESCO's global leadership and mandate

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Multi-stakeholder partnerships and coordination mechanisms for SDG 4–Education 2030 strengthened at global and regional levels	B1: 3 Steering Committee meetings (2 in 2016; 1 in 2017) B2: 8 (sub) regional ED 2030 consultations B3: 1 global CCNGO meeting (2017)	<ul style="list-style-type: none"> – T1: At least one annual SDG-Education 2030 Steering Committee meeting held – T2: One Education 2030 consultation organized in each region – T3: Global Education Meeting organized (2018); and One global CCNGO organized (2019) 	<ul style="list-style-type: none"> – T1: At least one annual SDG-Education 2030 Steering Committee meeting held – T2: One Education 2030 consultation organized in each region – T3: Global Education Meeting organized (2021); and One global CCNGO organized 	<ul style="list-style-type: none"> – T1: At least one annual SDG-Education 2030 Steering Committee meeting held – T2: One Education 2030 consultation organized in each region – T3: Global Education Meeting organized (2021); and One global CCNGO organized
2. Global advocacy for SDG 4–Education 2030 in order to ensure continued political and financial commitment to education as key for the achievement of the 2030 Agenda	1 draft ED advocacy strategy developed	<ul style="list-style-type: none"> – T1: Global SDG 4–Education 2030 advocacy strategy designed by the global Steering Committee and implemented – T2: High level event organized on the occasion of the High Level Political Forum on Sustainable Development (HLFP) 	<ul style="list-style-type: none"> – Annual advocacy event organized at the High Level Political Forum on Sustainable Development (HLFP) or UNGA 	<ul style="list-style-type: none"> – Annual advocacy event organized at the High Level Political Forum on Sustainable Development (HLFP) or UNGA

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
3. Support provided to strengthen SDG 4-Education 2030 coordination and partnerships at national and regional levels	B1: 1 Unpacking SDG 4 guide + 1 SDG 4 technical guidelines B2: 3 regional ED 2030 partner support groups operational [Arab States, Asia-Pacific, West & Central Africa]	– T1: Strategic guidance material on SDG 4– Education 2030 developed – T2: Coordination and backstopping of regional/ sub-regional Education 2030 partnership support groups	– T1: Strategic guidance material on SDG 4– Education 2030 developed – T2: Regional/ sub-regional Education 2030 partnership groups facilitated by UNESCO	– T1: Strategic guidance material on SDG 4– Education 2030 developed – T2: Regional/ sub-regional Education 2030 partnership groups facilitated by UNESCO
4. Review and reporting on SDG 4 ensured, as mandated by the overall UN SDG coordination mechanism	B1: Annual contribution to global SDG reporting provided B2: Global SDG4 report: Not applicable	– T1: Mandated contribution to regional/global SDG reporting provided – T2: Global SDG 4 report prepared for the 2019 HLPF	– T1: Annual contribution to global SDG report submitted by UNESCO – T2: Annual contribution to HLPF review submitted by SDG-Education 2030 Steering Committee	– T1: Annual contribution to global SDG report submitted by UNESCO – T2: Annual contribution to HLPF review submitted by SDG-Education 2030 Steering Committee

Review and monitor the implementation of Education 2030 Agenda (contributing to SDG targets 4, 17)

01018

In the 2020-2021 biennium, building on the work of UIS, UNESCO will continue to monitor trends and review progress towards SDG 4 and the other education-related SDGs through the GEM report. Furthermore, UNESCO will strengthen its research and foresight function to reinforce UNESCO's role as laboratory of ideas.

- (a) **GEM Report:** The Education 2030 Framework for Action clearly outlined the new mandate for the GEM Report as the “mechanism for monitoring and reporting on SDG 4 and on education in the other SDGs”. During 2020 – 2021, the GEM Reports will continue to examine emerging issues, analyze global education trends and advocate for effective education policies and practice in the next decade and beyond aiming to become an essential tool for all countries. To accompany the main report, it will also publish additional research and advocacy materials, targeting specific policy questions, including equity, aid to education and a dedicated annual report on gender equality. The 2019 High Level Political Forum, which also focuses on SDG 4, is of key importance for the global follow-up and review of the SDG architecture.
- (b) UNESCO, through the UIS, will continue to lead global efforts to **develop indicators and refine frameworks** to monitor SDG 4–Education 2030.

- (c) **Knowledge production and research:** Based on the education research strategy to be developed during the 2018-2019 biennium, UNESCO will continue to engage in comparative education research and/(sub)sector reviews, which provide essential evidence for country-based policy advice and technical assistance, while also concentrating on research on policy that can feed into and steer global education debates. Research of policy, in particular at the global level, is a necessary complement to the research for policy that characterizes UNESCO knowledge generation on education. In addition, UNESCO will continue to publish the peer-reviewed publication series *Education on the Move*, addressing crucial issues facing education today.
- (d) **Future of education:** In the current global context of transformation, complexity and uncertainty, dominated by technology and data, there is an increasing need to rethink education and the organization of learning. Artificial intelligence and technology innovations are placing new demands on the knowledge and skills we need to thrive, while at the same time raising concerns about ethics, security and privacy. They hold great promise for human welfare, but also have the potential to exacerbate digital divides and learning inequalities. Responding to this need to rethink education as well as to the United Nations Secretary General's call for UNESCO "to take on its leadership role in the debate on the future of education", UNESCO is preparing an ambitious new global report which will outline a vision for education and the design and governance of learning systems for the future. The report will be released in 2021, strengthening UNESCO's foresight function and its role as a global observatory and a laboratory of ideas. By engaging a wide range of stakeholders, the report is intended to provoke public policy debate on the changing landscape of learning – both through its findings as well as through the participatory process in preparing it.

Expected result 10: Research and foresight, monitoring and reporting on SDG4– Education 2030 has effectively generated evidence, recommendations and insight to advance progress towards SDG 4

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Research for policy produced on strategic global education development issues	B1: Mapping of UNESCO education research 2010-2016 B2: 15 global/regional studies 2016-17 B3: Biannual ED 2030 Policy Papers	– T1: UNESCO education research strategy developed – T2: 10 global/regional studies on key emerging issues in education produced – T3: Biannual Education 2030 Papers on global education policy issues published	– T1: 1 common research platform in line with UNESCO Education research strategy – T2: 15 global/regional policy studies on key education issues produced	– T1: 1 common research platform in line with UNESCO Education research strategy – T2: 15 global/regional policy studies on key education issues produced

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
2. <u>Foresight and public policy debates on the future of education, including technology, innovation and Artificial Intelligence</u>		<ul style="list-style-type: none"> - T1: Biannual Education Research and Foresight (ERF) Working Papers published on the future of education - T2: One global foresight report published building on the foundation of Rethinking Education (2015) 	<ul style="list-style-type: none"> - T1: Number of downloads and citations of biannual Education Research and Foresight (ERF) Working Papers published on the future of education - T2: At least 2 meetings of the International Commission on the future of education - T3: 4 regional public policy debates on the future of education - T4: 2 international public policy debates on technology, innovation and the future of education - T5: One global guiding framework on Artificial Intelligence and Education published - T6: One global foresight report on the future of education produced 	<ul style="list-style-type: none"> - T1: Number of downloads and citations of biannual Education Research and Foresight (ERF) Working Papers published on the future of education - T2: At least 2 meetings of the International Commission on the future of education - T3: 4 regional public policy debates on the future of education - T4: 2 international public policy debates on technology, innovation and the future of education - T5: One global guiding framework on Artificial Intelligence and Education published - T6: One global foresight report on the future of education produced

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
3. Global monitoring and reporting mechanism on SDG 4 informs and influences policy-makers and education and non-education stakeholders	B1: 2016 and 2017 Reports published, and 2 Gender reviews prepared in the biennium B2: 8 annually B3: 4% annual increase in downloads and 3% increase in media articles	<ul style="list-style-type: none"> - T1: 2018 and 2019 GEM Reports and 2 Gender Reviews in the biennium - T2: 8 examples of policy impact annually - T3: 5% annual increase in the number of downloads and media articles compared to previous year's indicators 	<ul style="list-style-type: none"> - T1: 2020 and 2021 GEM Reports and 2 Gender Reviews in the biennium - T2: 8 examples of policy impact annually - T3: 5% annual increase in the number of downloads and media articles compared to previous year's indicators 	<ul style="list-style-type: none"> - T1: 2020 and 2021 GEM Reports and 2 Gender Reviews in the biennium - T2: 8 examples of policy impact annually - T3: 5% annual increase in the number of downloads and media articles compared to previous year's indicators
4. Global and thematic indicator framework developed for SDG4-Education 2030 monitoring and reporting	B1: Global indicator framework adopted B2: Thematic indicator framework proposed	<ul style="list-style-type: none"> - T1: Full set of global indicators for monitoring of and reporting on SDG 4 established and adopted - T2: Comprehensive set of thematic indicators further developed for more national/ regional monitoring of and reporting on SDG 4 	<ul style="list-style-type: none"> - T1: Full set of global indicators for monitoring of and reporting on SDG 4 established and adopted - T2: Comprehensive set of thematic indicators further developed for more national/ regional monitoring of and reporting on SDG 4 	<ul style="list-style-type: none"> - T1: Full set of global indicators for monitoring of and reporting on SDG 4 established and adopted - T2: Comprehensive set of thematic indicators further developed for more national/ regional monitoring of and reporting on SDG 4

The background of the slide is a solid blue color. In the lower half, there is a stylized illustration of water with white and light blue waves and numerous small, white, circular bubbles. In the upper half, there is a faint, light blue checkerboard pattern.

MP II

Natural sciences

Major Programme II

Natural sciences

SC – 1 Integrated budget based on the Appropriated regular programme budget of \$507 million

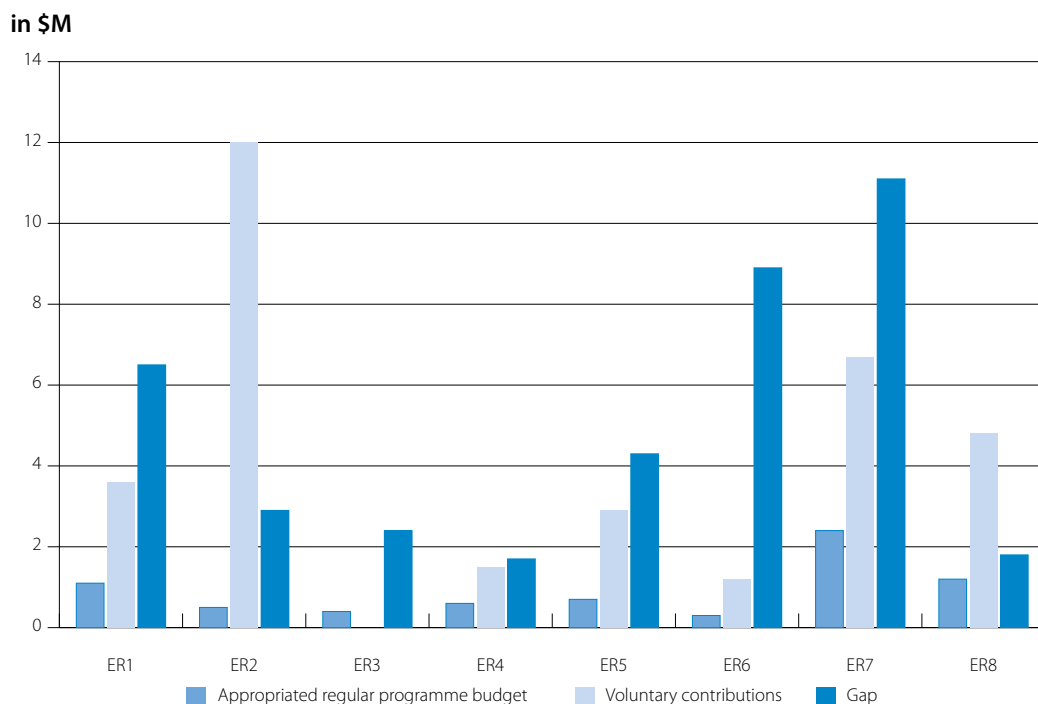
Main line of action / Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$507M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Staff budget (established posts)		28 833 800	28 833 800	28 833 800	–	–	–		28 833 800
Operational budget									
MLA 1 Harnessing the sciences, including the basic sciences, technology and innovation and knowledge for sustainable development	29 361 900		29 361 900	1 974 200	–	–	15 583 100	11 804 600	29 361 900
ER1 Member States have strengthened their capacity to develop and monitor inclusive science, technology and innovation (STI) policy and knowledge systems	11 192 500		11 192 500	1 119 400	–	–	3 573 100	6 500 000	11 192 500
ER2 Member States have strengthened their institutional and human capacity to produce, disseminate and apply science, technology and innovation (STI)	15 413 800		15 413 800	483 800	–	–	12 010 000	2 920 000	15 413 800
ER3 SIDS Member States, local communities and indigenous peoples have increased their capacity to mobilize local knowledge systems, and build synergies with science, so as to address challenges of sustainable development	2 755 600		2 755 600	371 000	–	–	–	2 384 600	2 755 600
MLA 2 Advancing science for sustainable management of natural resources, disaster risk reduction and climate change action	22 012 300		22 012 300	1 609 800	–	–	5 566 400	14 836 100	22 012 300
ER4 Member States have strengthened management of both geological resources and geohazards risk towards the achievement of related Sustainable Development Goals (SDGs) and targets	3 794 700		3 794 700	634 700	–	–	1 500 000	1 660 000	3 794 700
ER5 Member States have strengthened management of natural resources towards the achievement of Sustainable Development Goals (SDGs) and targets related to biodiversity and climate change resilience	7 789 000		7 789 000	664 900	–	–	2 868 500	4 255 600	7 789 000
ER6 Member States have developed UNESCO- designated sites as learning sites for inclusive and comprehensive approaches to environmental, economic and social aspects of sustainable development	10 428 600		10 428 600	310 200	–	–	1 197 900	8 920 500	10 428 600

¹ The Appropriated regular programme budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

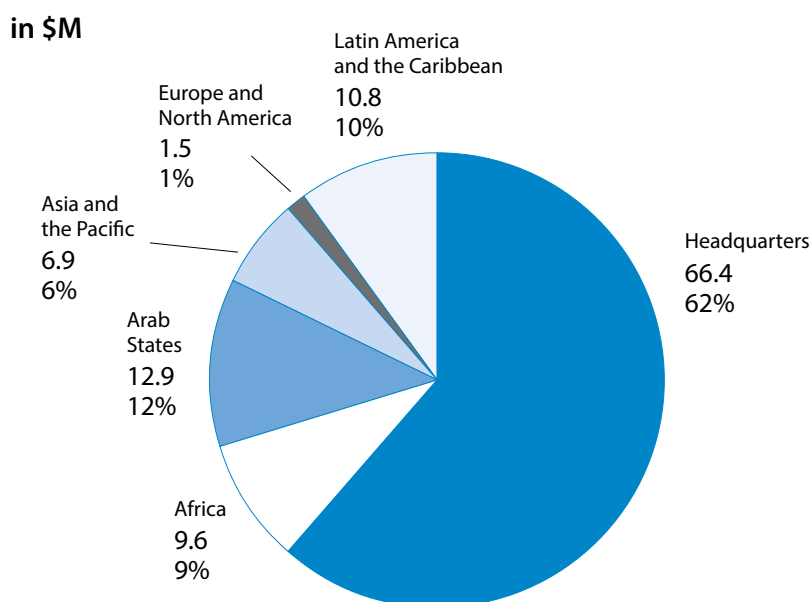
Main line of action / Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$507M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
MLA 3 Improving knowledge and strengthening capacities at all levels to achieve water security	27 841 600		27 841 600	3 516 300	–	–	11 507 100	12 818 200	27 841 600
ER7 Member States have strengthened their response to water security challenges towards the achievement of water-related Sustainable Development Goals (SDGs) and targets, and other targets from relevant international water agendas	20 147 600		20 147 600	2 363 500	–	–	6 715 900	11 068 200	20 147 600
ER8 Member States have improved policies and increased institutional and human capacities for water security through scientific cooperation	7 694 000		7 694 000	1 152 800			4 791 200	1 750 000	7 694 000
Subtotal, Operational budget	79 215 800	–	79 215 800	7 100 300	–	–	32 656 600	39 458 900	79 215 800
Subtotal, Headquarters and Field	79 215 800	28 833 800	108 049 600	35 934 100	–	–	32 656 600	39 458 900	108 049 600
UNESCO Science Institutes									
Abdus Salam International Centre for Theoretical Physics (ICTP)	46 263 500	–	46 263 500	663 500	–	–	45 600 000	–	46 263 500
Subtotal, UNESCO Science Institutes	46 263 500	–	46 263 500	663 500	–	–	45 600 000	–	46 263 500
Total, Major Programme II	125 479 300	28 833 800	154 313 100	36 597 600	–	–	78 256 600	39 458 900	154 313 100

¹ The Appropriated regular programme budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Total operational budget by expected result (excluding ICTP)
Appropriated regular programme budget, Voluntary contributions and Gap
(Appropriated regular programme budget of \$507M)



Distribution of Total resources (staff and operational budget) excluding ICTP
by Region and Headquarters
(Appropriated regular programme budget of \$507M)



Contribution to global priorities

	Priority Africa		Priority Gender Equality	
	\$	%	\$	%
Within total operational budget	\$43.4M	35%	\$29.7M	24%

SC – 2 Integrated budget based on the Appropriated regular programme budget of \$518 million/\$523.6 million

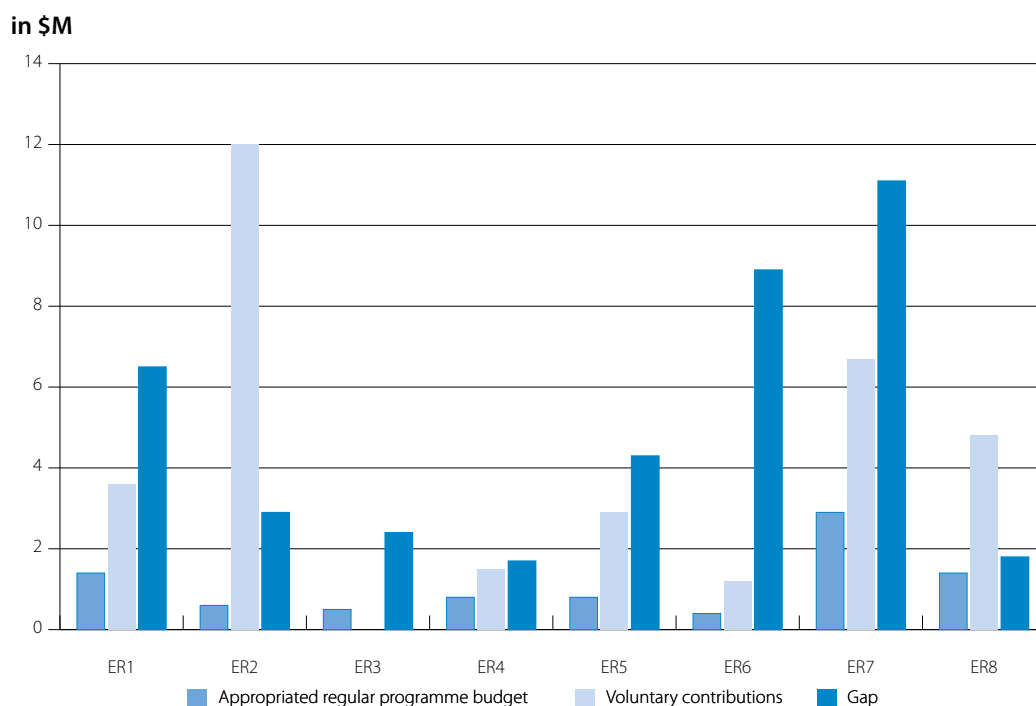
Main line of action / Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$518M/\$523.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Staff budget (established posts)		28 833 800	28 833 800	28 833 800	–	–	–		28 833 800
Operational budget									
MLA 1 Harnessing the sciences, including the basic sciences, technology and innovation and knowledge for sustainable development	29 817 400		29 817 400	2 429 700	–	–	15 583 100	11 804 600	29 817 400
ER1 Member States have strengthened their capacity to develop and monitor inclusive science, technology and innovation (STI) policy and knowledge systems	11 450 800		11 450 800	1 377 700	–	–	3 573 100	6 500 000	11 450 800
ER2 Member States have strengthened their institutional and human capacity to produce, disseminate and apply science, technology and innovation (STI)	15 525 400		15 525 400	595 400	–	–	12 010 000	2 920 000	15 525 400
ER3 SIDS Member States, local communities and indigenous peoples have increased their capacity to mobilize local knowledge systems, and build synergies with science, so as to address challenges of sustainable development	2 841 200		2 841 200	456 600	–	–	–	2 384 600	2 841 200
MLA 2 Advancing science for sustainable management of natural resources, disaster risk reduction and climate change action	22 383 800		22 383 800	1 981 300	–	–	5 566 400	14 836 100	22 383 800
ER4 Member States have strengthened management of both geological resources and geohazards risk towards the achievement of related Sustainable Development Goals (SDGs) and targets	3 941 100		3 941 100	781 100	–	–	1 500 000	1 660 000	3 941 100
ER5 Member States have strengthened management of natural resources towards the achievement of Sustainable Development Goals (SDGs) and targets related to biodiversity and climate change resilience	7 942 500		7 942 500	818 400	–	–	2 868 500	4 255 600	7 942 500
ER6 Member States have developed UNESCO- designated sites as learning sites for inclusive and comprehensive approaches to environmental, economic and social aspects of sustainable development	10 500 200		10 500 200	381 800	–	–	1 197 900	8 920 500	10 500 200
MLA 3 Improving knowledge and strengthening capacities at all levels to achieve water security	28 653 200		28 653 200	4 327 900	–	–	11 507 100	12 818 200	28 653 200
ER7 Member States have strengthened their response to water security challenges towards the achievement of water-related Sustainable Development Goals (SDGs) and targets, and other targets from relevant international water agendas	20 693 100		20 693 100	2 909 000	–	–	6 715 900	11 068 200	20 693 100
ER8 Member States have improved policies and increased institutional and human capacities for water security through scientific cooperation	7 960 100		7 960 100	1 418 900			4 791 200	1 750 000	7 960 100
Subtotal, Operational budget	80 854 400	–	80 854 400	8 738 900	–	–	32 656 600	39 458 900	80 854 400
Subtotal, Headquarters and Field	80 854 400	28 833 800	109 688 200	37 572 700	–	–	32 656 600	39 458 900	109 688 200

1 Under the \$518M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds. Under the \$523.6M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

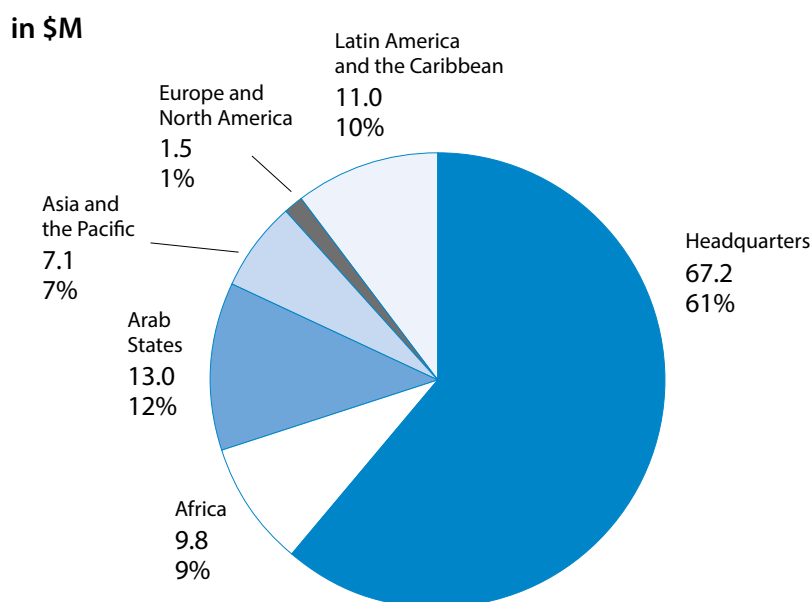
Main line of action / Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$518M/ \$523.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
UNESCO Science Institutes									
Abdus Salam International Centre for Theoretical Physics (ICTP)	46 419 400	–	46 419 400	819 400	–	–	45 600 000	–	46 419 400
Subtotal, UNESCO Science Institutes	46 419 400	–	46 419 400	819 400	–	–	45 600 000	–	46 419 400
Total, Major Programme II	127 273 800	28 833 800	156 107 600	38 392 100	–	–	78 256 600	39 458 900	156 107 600

¹ Under the \$518M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds. Under the \$523.6M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Total operational budget by expected result (excluding ICTP)
Appropriated regular programme budget, Voluntary contributions and Gap
(Appropriated regular programme budget of \$518M/\$523.6M)



Distribution of Total resources (staff and operational budget) excluding ICTP
by Region and Headquarters
(Appropriated regular programme budget of \$518M/\$523.6M)



Contribution to global priorities

	Priority Africa		Priority Gender Equality	
	\$	%	\$	%
Within total operational budget	\$43.4M	34%	\$29.7M	23%

SC – 3 Integrated budget based on the Appropriated regular programme budget of \$534.6 million

Main line of action / Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Staff budget (established posts)		28 833 800	28 833 800	28 833 800	-	-	-		28 833 800
Operational budget									
MLA 1 Harnessing the sciences, including the basic sciences, technology and innovation and knowledge for sustainable development	30 091 400		30 091 400	2 703 700	-	-	15 583 100	11 804 600	30 091 400
ER1 Member States have strengthened their capacity to develop and monitor inclusive science, technology and innovation (STI) policy and knowledge systems	11 606 200		11 606 200	1 533 100	-	-	3 573 100	6 500 000	11 606 200
ER2 Member States have strengthened their institutional and human capacity to produce, disseminate and apply science, technology and innovation (STI)	15 592 600		15 592 600	662 600	-	-	12 010 000	2 920 000	15 592 600
ER3 SIDS Member States, local communities and indigenous peoples have increased their capacity to mobilize local knowledge systems, and build synergies with science, so as to address challenges of sustainable development	2 892 600		2 892 600	508 000	-	-	-	2 384 600	2 892 600
MLA 2 Advancing science for sustainable management of natural resources, disaster risk reduction and climate change action	22 607 000		22 607 000	2 204 500	-	-	5 566 400	14 836 100	22 607 000
ER4 Member States have strengthened management of both geological resources and geohazards risk towards the achievement of related Sustainable Development Goals (SDGs) and targets	4 029 200		4 029 200	869 200	-	-	1 500 000	1 660 000	4 029 200
ER5 Member States have strengthened management of natural resources towards the achievement of Sustainable Development Goals (SDGs) and targets related to biodiversity and climate change resilience	8 034 700		8 034 700	910 600	-	-	2 868 500	4 255 600	8 034 700
ER6 Member States have developed UNESCO- designated sites as learning sites for inclusive and comprehensive approaches to environmental, economic and social aspects of sustainable development	10 543 100		10 543 100	424 700	-	-	1 197 900	8 920 500	10 543 100
MLA 3 Improving knowledge and strengthening capacities at all levels to achieve water security	29 140 900		29 140 900	4 815 600	-	-	11 507 100	12 818 200	29 140 900
ER7 Member States have strengthened their response to water security challenges towards the achievement of water-related Sustainable Development Goals (SDGs) and targets, and other targets from relevant international water agendas	21 020 900		21 020 900	3 236 800	-	-	6 715 900	11 068 200	21 020 900
ER8 Member States have improved policies and increased institutional and human capacities for water security through scientific cooperation	8 120 000		8 120 000	1 578 800			4 791 200	1 750 000	8 120 000
Subtotal, Operational budget	81 839 300	-	81 839 300	9 723 800	-	-	32 656 600	39 458 900	81 839 300
Subtotal, Headquarters and Field	81 839 300	28 833 800	110 673 100	38 557 600	-	-	32 656 600	39 458 900	110 673 100

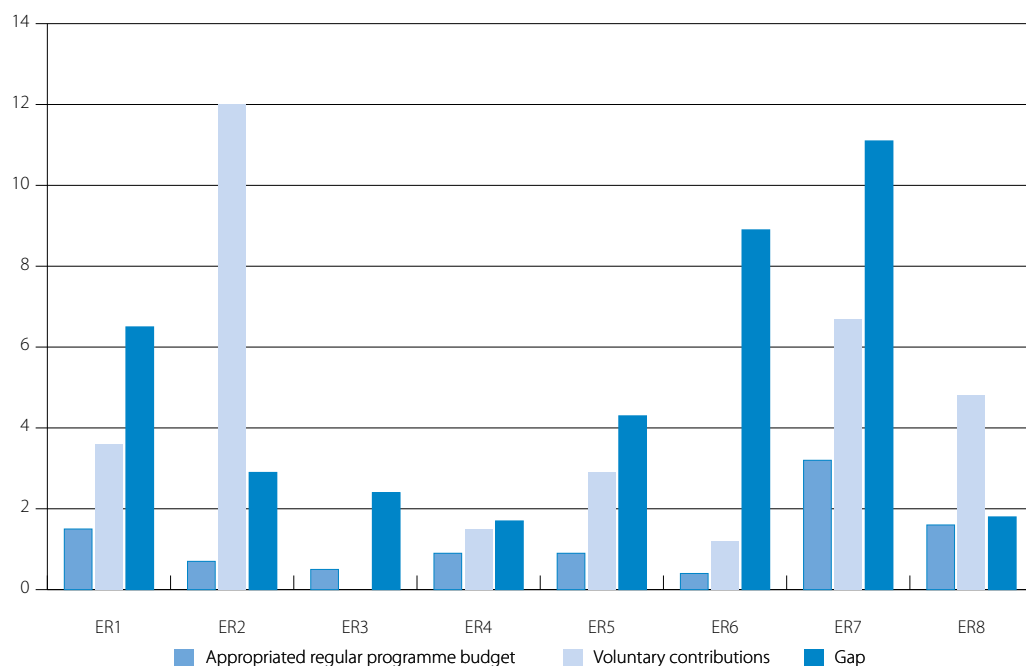
¹ The Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Main line of action / Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
UNESCO Science Institutes									
Abdus Salam International Centre for Theoretical Physics (ICTP)	46 509 200	-	46 509 200	909 200	-	-	45 600 000	-	46 509 200
Subtotal, UNESCO Science Institutes	46 509 200	-	46 509 200	909 200	-	-	45 600 000	-	46 509 200
Total, Major Programme II	128 348 500	28 833 800	157 182 300	39 466 800	-	-	78 256 600	39 458 900	157 182 300

¹ The Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

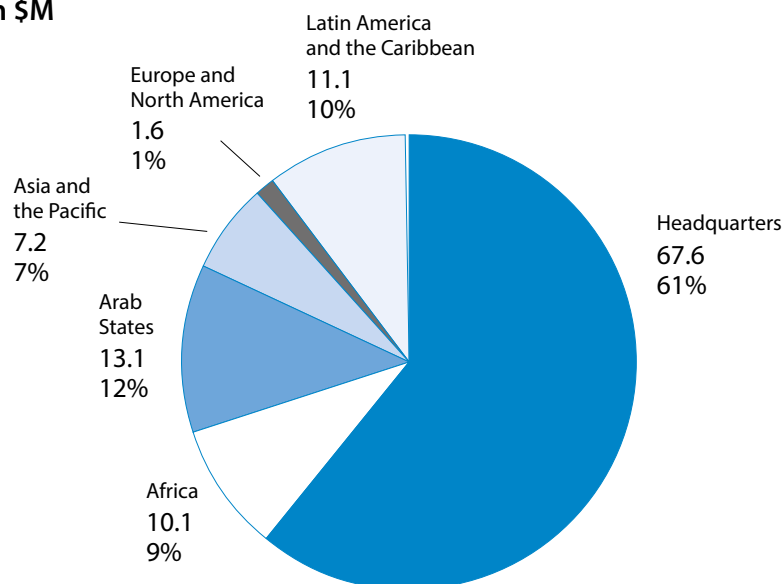
Total operational budget by expected result (excluding ICTP)
Appropriated regular programme budget, Voluntary contributions and Gap
(Appropriated regular programme budget of \$534.6M)

in \$M



Distribution of Total resources (staff and operational budget) excluding ICTP
by Region and Headquarters
(Appropriated regular programme budget of \$534.6M)

in \$M

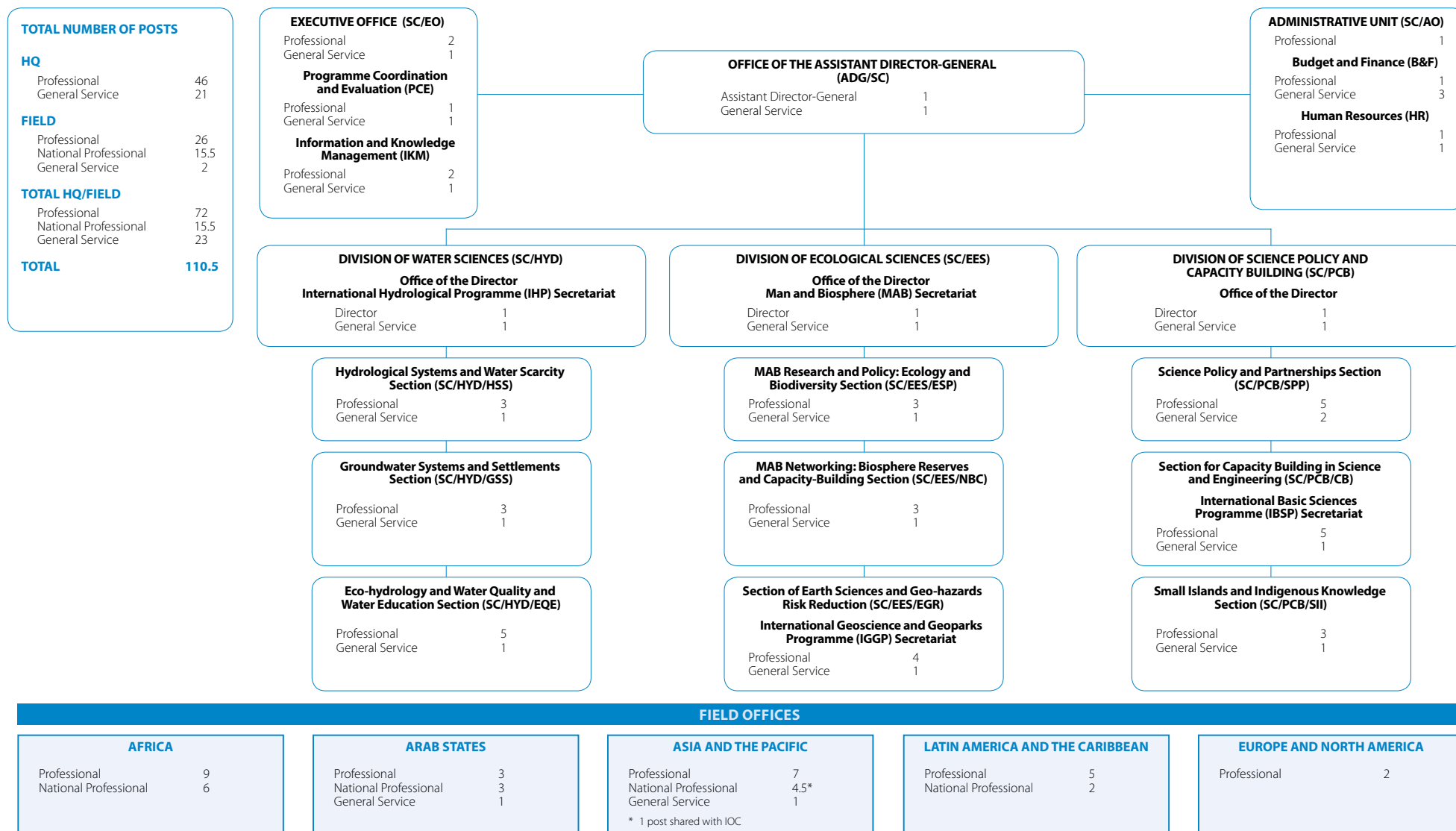


Contribution to global priorities

	Priority Africa		Priority Gender Equality	
	\$	%	\$	%
Within total operational budget	\$43.4M	34%	\$29.7M	23%

NATURAL SCIENCES SECTOR (SC) ORGANIZATIONAL CHART (ESTABLISHED POSTS)

Integrated budget based on the Appropriated regular programme budget of all scenarios



Major Programme II

Natural sciences

02001 The strategic vision as set in the 39 C/5 document, covering the four-year programme period remains unchanged in the 40 C/5 for MP. The same current structure of MP should allow to achieve the expected results, and meet the programmatic targets defined in the 40 C/5, provided the budget remains at the same level. This will also allow to pave the road to the preparation of the next C/4 and C/5 in a coherent, strategic and visionary manner. Recent trends, rising demands from Member States, as well as lessons learned from programme implementation since the beginning of 2018 have helped UNESCO to identify those areas that should be further emphasized in programme design and delivery.

02002 Current global challenges extend beyond borders, cultures and political systems, and require international science-based responses towards sustainable solutions. UNESCO is well positioned to foster such solutions through its international science programmes and policy advice, with its unique UN mandate encompassing a broad scope of scientific fields. UNESCO has the expertise and the cooperative frameworks to share and scale up innovative solutions to achieve the 2030 Agenda and its ambition to leave no one behind. Issues of inclusion and ethics lie at the heart of UNESCO's work. As the technological revolution is currently redrawing the borders of what it means to be human, UNESCO provides a global platform for debate with a focus on universal human rights and benefit to all.

02003 Evidence shows a growing interest in open science concepts and actions particularly to enhance the contribution of science to the implementation of the SDGs and to help consolidating an evidence-informed science and society interface. Building on the 2017 Recommendation on Science and Scientific Researchers and the UNESCO Strategy on Open Access to scientific information and research, UNESCO will enhance its engagement in the field of open science. In line with UNESCO's standard-setting role, and in the context of its work to strengthen science for sustainable development (expected result 1), UNESCO's efforts will aim at making scientific research and data accessible to those who still lack them, recognizing the fundamental role of inclusive science for democracy, sustainable development and the fight against poverty and inequality. The technology revolution will also require many countries, especially those in the developing world, to prioritize training, research and innovation in the areas of the basic and applied sciences, engineering and ICT linked to robotics, genomics and bioinformatics, digitization, artificial intelligence and Big Data for capacity and capability development to stimulate economies for sustainable development. Building the institutional and human capacity of Member States to harness the potential of Science, Technology and Innovation in this regard is crucial. UNESCO will work through its different constituencies (i.e. programme sectors, Field offices, the International Basic Sciences Programme (IBSP), the World Academy of Sciences (TWAS) and the Abdus Salam International Centre for Theoretical Physics (ICTP), as well as its Category 2 Institutes and Centres and UNESCO Chairs, and affiliated networks, to strengthen its contribution in this area under expected result 2.

02004 Pressure on natural resources is increasing, and many conflicts and instances of violent extremism have their source in an uneven distribution of natural resources with people

being displaced for lack of water, food and consequently job opportunities. Climate change should be recognized as a security issue, as it spares no one, but exacerbates in particular the stress on local communities, in the developing world more than ever, with SIDS and Africa bearing the heaviest burden. Anticipating the increasing occurrence of extreme weather patterns, droughts, floods, landslides and hurricanes, UNESCO will scale up its multidisciplinary and inclusive approach in Disaster Risk Reduction programmes in response to the Sendai Framework (2015-2030). It will do so through enhancing communication and resource mobilization efforts within the framework of its programme delivery related to expected result 4, and with the participation of all programme sectors. MPII will continue to coordinate, also building on the Mid-Term evaluation, the implementation of the SIDS Action Plan, under expected result 3 in close cooperation with the other sectors.

02005 Moreover, UNESCO is uniquely positioned to demonstrate that economic development can be reconciled with sustainable management of national resources. Under the Main Lines of Action (MLAs) 2 and 3, through its International Hydrological Programme, the Man and the Biosphere Programme and the International Geoscience Programme, UNESCO reaches out to the lives of millions of people, developing and scaling-up innovative scientific approaches and good practices progressing towards the Sustainable Development Goals. The years 2020-2021 will represent important milestones in the global biodiversity agenda, and high expectations rely on UNESCO's participation and contribution. The implementation of UNESCO Strategy for Action on Climate Change will continue to rely on intersectoral cooperation to reconcile our economies and technological progress with a sustainable, equal and inclusive development. UNESCO will capitalize on opportunities that will arise from the outcomes and follow-up actions of the UN Climate Summit, the first World Water Forum and the World Science Forum, that will take place in Africa in 2021, respectively in Senegal and South Africa.

02006 In comparison with the 39 C/5 \$518 million regular programme budget, the 40 C/5 \$518 million Regular Programme budget scenario is de facto a reduction in real terms, affecting particularly programme activities. For the 2020-2021 biennium, it is essential to maintain the current staffing of MP II at the same level as in the Approved 39 C/5, in order to first, ensure efficient programme delivery and address the challenges of reform to create a more focused, future-oriented, and streamlined MP II; and, second, to enable an adequate response to the growing need for extrabudgetary funding and to implement an efficient resource mobilization mechanism as foreseen and necessary within the context of the Structured Financing Dialogue.

02007 Efficiency gains will be sought through adjustments in programme delivery by further mobilizing the MP II networks. At the same time, processing and examining requests for the creation of new UNESCO-designated sites, as well as the establishment or renewal of category 2 centres and UNESCO Chairs entail extremely heavy workload considering the growing number of sites and category 2 centres.

02008 In the event of a \$534.6 million regular budget scenario, MPII strategy would remain aligned with the Organization's strategy for global priority Africa. The plan would be to invest in particular in initiatives that promote the scientific research and innovation capacity of the continent, and as such, provide a boost to existing initiatives and an impulse to new initiatives, such as "Afrimpulse" (cf. document 205 EX/23 and Add.). Gender transformative initiatives would also be maintained and possibly extended in line with MPII commitments to gender equality in science and with the Sector's efforts to contribute to the achievement of SDG 5 on gender equality and women's empowerment.

02009 Concretely, should the \$534.6 million regular budget scenario be approved, the additional funds would be devoted to programme activities under the Afrimpulse initiative, in all three areas of UNESCO Science – science policy and capacity building, ecological and earth sciences and water sciences through

the Multisectoral Regional Offices in Africa. Some programme functions would also be reinforced, e.g. evaluation, resource mobilization and communication. The proposed way forward would be assessed against the related programmatic targets set for the relevant performance indicators, as shown in the result framework.

02010

Under a \$507 million regular programme budget scenario, MP II would have \$1.7 million less in regular programme funds – another reduction of around 20% compared to the current resource level in 39 C/5 – which, coupled with cuts during the previous biennia, would have devastating consequences on resources available for programme delivery. While staff costs would have to remain at the same level for the reasons described above, and after ensuring a minimal operational budget to enable programme specialists to mobilize extrabudgetary funds, the remaining regular programme funds for operations would only cover the needs of Field Offices in Africa and in SIDS and of mandatory statutory programme requirements only. MPII would also strive to maintain the same level for actions related to the Priority Gender Equality. All other activities in the field would have to be suspended unless funded through extrabudgetary resources. Moreover, the ability to mobilize such resources would remain extremely limited due to the lack of dedicated, staff with expertise in resource mobilization.

02011

It might become necessary to re-assess the prioritization of entire programmes and/or initiatives with a view to phase out or postpone MPII's engagements in some areas. In conclusion, under a \$507 million regular programme budget scenario, MP II would be severely weakened in delivering on its basic universal mandate of mobilizing science for all, and in supporting its Member States, in particular developing countries, in their efforts to achieve the 2030 Agenda.

Main line of action 1: Harnessing the sciences, including the basic sciences, technology, and innovation and knowledge for sustainable development

Expected result 1: Member States have strengthened their capacity to develop and monitor inclusive science, technology and innovation (STI) policy and knowledge systems¹

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Number of supported Member States which have designed, monitored or reviewed inclusive, gender-responsive STI policies	30 of which 22 in Africa and two SIDS	– 7 of which 4 in Africa and 1 SIDS	– 7 of which 4 in Africa and 1 SIDS	– 8 of which 5 in Africa and 1 SIDS
2. Number of supported Member States which have implemented new, enhanced and gender-responsive STI policy instruments	11 of which 10 in Africa	– 8 of which 3 in Africa	– 8 of which 3 in Africa	– 9 of which 4 in Africa
3. Number of Member States having used UNESCO's global reports on the assessment and monitoring of STI systems, including from a gender perspective	11 of which 4 in Africa	– 11 of which 5 in Africa and 1 SIDS	– 10 of which 5 in Africa and 1 SIDS	– 11 of which 6 in Africa and 1 SIDS
4. Number of supported Member States which have strengthened science-policy-society interfaces, including in a gender-responsive manner	30 of which 22 in Africa and two SIDS	– 7 of which 4 in Africa and 1 SIDS	– 7 of which 4 in Africa and 1 SIDS	– 8 of which 5 in Africa and 1 SIDS

¹ For all expected results and related performance indicators: see complementary information at the end of Major Programme II. Adjustments (compared to 39 C/5 Approved) are underlined. Baselines will be further adjusted at the end of 2019.

Expected result 2: Member States have increased their institutional and human capacity to produce, disseminate and apply science, technology and innovation (STI)

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. <u>Number of supported Member States which have developed strategies and guidelines to increase access and improve quality of STEM education with a focus on girls and women</u>	16 of which 9 in Africa and 3 SIDS	– 20 of which 10 in Africa and 5 SIDS*	– 20 of which 12 in Africa and 5 SIDS*	– 22 of which 14 in Africa and 5 SIDS*
2. Number of supported Member States which have developed <u>and/or strengthened individual and institutional</u> capacity in the sciences and engineering in collaboration with UNESCO, <u>including TWAS</u> as well as category 2 centres, UNESCO Chairs, IBSP and its partners <u>with special focus on women and South-South cooperation</u>	14 of which 10 in Africa and 2 SIDS	– 20 of which 10 in Africa and 5 SIDS*	– 20 of which 12 in Africa and 5 SIDS*	– 22 of which 12 in Africa and 5 SIDS*
3. Number of supported Member States which have fostered <u>human</u> capacities and knowledge in scientific areas promoted by ICTP in a gender-responsive manner	130 of which 30 in Africa and 5 SIDS	– 130 of which 30 in Africa and 5 SIDS	– 130 of which 30 in Africa and 5 SIDS	– 130 of which 30 in Africa and 5 SIDS

*Target(s) are cumulative, i.e. the value is calculated by adding to the baselines what is expected to be achieved by the end of 2021.

Expected result 3: SIDS Member States, local communities and indigenous peoples have increased their capacity to mobilize local knowledge systems, and build synergies with science, so as to address challenges of sustainable development

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Number of SIDS Member States that have reinforced environmental monitoring and resilience, including through citizen science and science education	3	– 6 of which 1 in Africa*	– 6 of which 1 in Africa*	– 8 of which 2 in Africa*
2. Number of SIDS Member States that have taken steps to implement UNESCO's SIDS Action Plan towards implementing the SAMOA Pathway	10	– 10 of which 2 in Africa*	– 10 of which 2 in Africa*	– 12 of which 3 in Africa*
3. Number of local communities, indigenous peoples and Member States mobilizing, safeguarding, and reinforcing transmission of local and indigenous knowledge, with a focus on climate vulnerable regions such as sub-Saharan Africa, SIDS and the Arctic	10 local communities indigenous peoples and Member States, 6 of which in Africa	– 10 local communities, indigenous peoples and Member States, 6 of which in Africa and 2 SIDS*	– 10 local communities indigenous peoples and Member States, 7 of which in Africa and 2 SIDS*	– 14 local communities indigenous peoples and Member States, 9 of which in Africa and 3 SIDS*
4. Number of processes and guidelines developed jointly by Member States and indigenous peoples to reinforce global recognition and mobilization of local and indigenous knowledge to respond to environmental change	2	– 8*	– 8*	– 10*

*Target(s) are cumulative, i.e. the value is calculated by adding to the baselines what is expected to be achieved by the end of 2021.

Main line of action 2: Advancing science for sustainable management of natural resources, disaster risk reduction and climate change action

Expected result 4: Member States have strengthened management of both geological resources and geohazards risk towards the achievement of related Sustainable Development Goals (SDGs) and targets

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Number of supported Member States which have strengthened national geoscience capacity in a gender-responsive manner	123 of which 33 in Africa	– 125 of which 35 in Africa and 5 SIDS*	– 120 of which 35 in Africa and 5 SIDS*	– 125 of which 35 in Africa and 5 SIDS*
2. Number of Member States which have new UNESCO Global Geoparks	35 Member States (127 UNESCO Global Geoparks)	– 14 of which 1 in Africa	– 10 of which 1 in Africa	– 12 of which 2 in Africa
3. Number of supported African Member States with increased education, research and training in geoscience through the African Network of Earth Science Institutions	30	– 40*	– 30*	– 30*
4. Number of supported Member States which have strengthened their resilience by preventing new and reducing existing disaster risk in a gender-responsive manner	60 of which 4 in Africa and 7 SIDS	– 70 of which 6 in Africa and 8 SIDS*	– 75 of which 7 in Africa and 8 SIDS*	– 80 of which 8 in Africa and 9 SIDS*

*Target(s) are cumulative, i.e. the value is calculated by adding to the baselines what is expected to be achieved by the end of 2021.

Expected result 5: Member States have strengthened management of natural resources towards the achievement of Sustainable Development Goals (SDGs) and targets related to biodiversity and climate change resilience

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Number of supported Member States with new BR, including transboundary ones, especially Member States that currently have no BR	120 having BR of which 28 in Africa and 9 in SIDS	– 10 of which 3 in Africa and 2 SIDS	– 8 of which 3 in Africa and 2 SIDS	– 10 of which 3 in Africa and 2 SIDS
2. Number of supported Member States having improved gender parity in MAB-related awards	29 of which 4 countries with no female application for MBA	– 29 countries with at least 40% women awardees	– 25 countries with at least 40% women awardees	– 29 countries with at least 40% women awardees
3. Number of supported Member States which have implemented scientific pilot projects for improved management of natural resources	5 of which 1 in Africa and 2 in SIDS	– 18 of which 2 in Africa and 2 SIDS	– 16 of which 2 in Africa and 2 SIDS	– 18 of which 2 in Africa and 2 SIDS
4. Number of supported Member States having improved knowledge about MAB principles on conservation, research and sustainability	15	– 15 of which 3 in Africa and 3 SIDS	– 15 of which 3 in Africa and 3 SIDS	– 15 of which 3 in Africa and 3 SIDS
5. Number of fully functional MAB regional and thematic networks which have advanced innovation, research and cooperation on natural resources management in accordance with the MAB Strategy and LAP	9 regional/ subregional networks and 7 thematic networks	– At least 5 regional/ subregional networks of which 1 in Africa and 1 for SIDS – At least 2 thematic networks in Africa and/or in SIDS	– At least 4 regional/ subregional networks of which 1 in Africa and 1 for SIDS – At least 2 thematic networks in Africa and/or in SIDS	– At least 5 regional/ subregional networks of which 1 in Africa and 1 for SIDS – At least 2 thematic networks in Africa and/or in SIDS
6. Number of Member States which have enhanced their resilience to climate change including through the house-wide coordination of the UNESCO Strategy for Action on Climate Change	63 using either BR or UNESCO Global Geoparks as climate change observatories	– 80 of which 15 in Africa and 11 SIDS*	– 70 of which 15 in Africa and 11 SIDS*	– 80 of which 15 in Africa and 11 SIDS*

*Target(s) are cumulative, i.e. the value is calculated by adding to the baselines what is expected to be achieved by the end of 2021.

Expected result 6: Member States have developed UNESCO-designated sites as learning sites for inclusive and comprehensive approaches to environmental, economic and social aspects of sustainable development

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Number of Member States which have effectively used UNESCO-designated sites as demonstration sites for sustainable development solutions including green and inclusive economies that respond to the needs of vulnerable groups and support gender equality	(B1): 120 with BR (B2): 35 with UNESCO Global Geoparks	<ul style="list-style-type: none"> – 130 using BR and UNESCO Global Geoparks of which 7 in Africa and 5 SIDS – 75% of all BR are dedicated to sustainable development – 37 having UNESCO Global Geoparks of which 1 in Africa and 1 SIDS 	<ul style="list-style-type: none"> – 120 using BR and UNESCO Global Geoparks of which 7 in Africa and 5 SIDS – 75% of all BR are dedicated to sustainable development – 32 having UNESCO Global Geoparks of which 1 in Africa and 1 SIDS 	<ul style="list-style-type: none"> – 130 using BR and UNESCO Global Geoparks of which 7 in Africa and 5 SIDS – 75% of all BR are dedicated to sustainable development – 37 having UNESCO Global Geoparks of which 1 in Africa and 1 SIDS
2. Number of Member States which use BR and/or UNESCO Global Geoparks as a comprehensive network of observatories for resilience to climate change and natural hazards, making use of citizen science	120 with BR 35 with UNESCO Global Geoparks	<ul style="list-style-type: none"> – 50 using BR of which 7 in Africa and 5 SIDS – 37 using UNESCO Global Geoparks of which 1 in Africa and 1 SIDS 	<ul style="list-style-type: none"> – 40 using BR of which 7 in Africa and 5 SIDS – 37 using UNESCO Global Geoparks of which 1 in Africa and 1 SIDS 	<ul style="list-style-type: none"> – 50 using BR of which 7 in Africa and 5 SIDS – 37 using UNESCO Global Geoparks of which 1 in Africa and 1 SIDS
3. Number of Member States which have established transboundary sites	24 with transboundary UNESCO designated sites, of which 4 having both TBR and transboundary UNESCO Global Geoparks	– 30 with TBR of which 4 in Africa	– 20 with TBR of which 4 in Africa	– 30 with TBR of which 4 in Africa

Main line of action 3: Improving knowledge and strengthening capacities at all levels to achieve water security

Expected result 7: Member States have strengthened their response to water security challenges towards the achievement of water-related sustainable development goals (SDGs) and targets, and other targets from relevant international water agendas

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Number of supported Member States which have enhanced resilience to climate change, water-related hazards and scarcity in a gender-responsive manner	20	– 20 of which 5 in Africa and 1 SIDS	– 20 of which 5 in Africa and 1 SIDS	– 22 of which 6 in Africa and 1 SIDS
2. Number of supported Member States which have improved groundwater resources management and governance including at transboundary level in a gender-responsive manner	30	– 10 of which 5 in Africa	– 11 of which 6 in Africa	– 12 of which 7 in Africa
3. Number of supported Member States which have strengthened their human settlements' resiliency in a gender-responsive manner	10	– 5 of which 2 in Africa	– 5 of which 1 in Africa	– 6 of which 2 in Africa
4. Number of supported Member States which have adopted science-based approaches to water quality, ecohydrology and engineering solutions in a gender-responsive manner	30	– 15 of which 2 in Africa and 1 SIDS	– 15 of which 2 in Africa and 1 SIDS	– 16 of which 3 in Africa and 1 SIDS

Expected result 8: Member States have improved policies and increased institutional and human capacities for water security through scientific cooperation

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Number of supported Member States showcasing best practices and policies inspired by WWAP publications (WWDR, SDG 6 Synthesis Report, Gender and Water Toolkit, Migration-Gender and Employment, etc.)	20	– 5 of which 1 in Africa and 1 SIDS	– 5 of which 1 in Africa and 1 SIDS	– 5 of which 1 in Africa and 1 SIDS
2. Number of supported Member States which have strengthened water education approaches at all levels and number of trained men and women at all levels with skills for addressing water security and achievement of SDG water targets	20 10,000 (40% women)	– 30 of which 4 in Africa and 1 SIDS – 9,000 (40% women)	– 30 of which 4 in Africa and 1 SIDS – 9,000 (40% women)	– 31 of which 5 in Africa and 1 SIDS – 9,500 (40% women)
3. Number of supported Member States which have fostered international networks towards improved water security in a gender-responsive manner, in particular the Water Information Network System (IHP-WINS)	68	– 10 of which 3 in Africa and 1 SIDS	– 10 of which 3 in Africa and 1 SIDS	– 11 of which 3 in Africa and 1 SIDS

Complementary information regarding the expected results and related performance indicators for MP II

Expected result 1: Member States have strengthened their capacity to develop and monitor inclusive science, technology and innovation (STI) policy and knowledge systems

<i>Performance indicators</i>	<i>Assessment according to the following:</i>
1. Number of supported Member States which have designed, monitored or reviewed inclusive, gender-responsive STI policies	<ul style="list-style-type: none"> – new STI policies and research agendas designed or existing STI policies and agendas reviewed – training and research programmes in STI policy, including UNESCO Chairs and networks, strengthened or established – new guidelines implemented by Member States for STI policy development and priority-setting – new or improved monitoring, governance and evidence-based policy-making capacities and tools in place
2. Number of supported Member States which have implemented new, enhanced and gender-responsive STI policy instruments	<ul style="list-style-type: none"> – instruments implemented for promotion of and investment in STI – GO-SPIN reports and data collections on instruments used – information provided in the UNESCO Science Report – instruments for promoting innovation and entrepreneurship – instruments for promoting youth engagement in STI – new guidelines applied for STI policy implementation and design of instruments – new gender equality tools used in STI policy development – engagement of public and private sectors with objectives of the Manifesto For Women in Science
3. Number of Member States having used UNESCO's global reports on the assessment and monitoring of STI systems, including from a gender perspective	<ul style="list-style-type: none"> – references in official national documents to the UNESCO Science Report – references in official national documents to the reporting on engineering
4. Number of supported Member States which have strengthened science-policy-society interfaces, including in a gender-responsive manner	<ul style="list-style-type: none"> – open science and science advice mechanisms and capacities in place and strengthened – science diplomacy mechanisms in place and strengthened – global research agenda in SDG-related fields advanced – science popularization mechanisms in place and civil society engagement in science strengthened

Expected result 2: Member States have increased their institutional and human capacity to produce, disseminate and apply science, technology and innovation (STI)

<i>Performance indicators</i>	<i>Assessment according to the following:</i>
1. Number of supported Member States which have <u>developed strategies and guidelines to increase access and improve quality of STEM education with a focus on girls and women</u>	<ul style="list-style-type: none"> – <u>national, regional and International training and research programmes in Basic Sciences and engineering</u> – <u>number of established C2Cs and Chairs in the basic Science and Engineering</u> – <u>number of STEM Initiatives developed and implemented</u> – <u>number of Postdoctoral fellows, PhD candidates, Master Students and Graduates in Science and engineering fields</u>
2. Number of supported Member States which have developed <u>and/or strengthened individual and institutional capacity in the sciences and engineering in collaboration with UNESCO, including category 2 centres, UNESCO Chairs, IBSP and its partners with special focus on women and South-South cooperation</u>	<ul style="list-style-type: none"> – <u>gender- responsive capacity development activities especially in Africa developed by TWAS</u> – <u>actions in response to recommendations arising from the evaluation on Capacity Building and Basic Sciences and Engineering</u>
3. Number of supported Member States which have fostered <u>human capacities and knowledge in scientific areas promoted by ICTP</u>	<ul style="list-style-type: none"> – <u>new research areas developed</u> – <u>academic level of scientists enhanced, disaggregated by sex</u> – <u>access to scientific information</u>

Expected result 3: SIDS Member States, local communities and indigenous peoples have increased their capacity to mobilize local knowledge systems, and build synergies with science, so as to address challenges of sustainable development

<i>Performance indicators</i>	<i>Assessment according to the following:</i>
1. Number of SIDS Member States that have reinforced environmental monitoring and resilience, including through citizen science and science education	<ul style="list-style-type: none"> – <u>programmes to strengthen community- based monitoring of environmental change, including climate change</u> – <u>adaptive responses co-designed by communities and policy-makers that reinforce resilience and contribute to national and global assessments</u> – <u>level of cooperation between societal actors (youth, NGOs, scientists, policy-makers)</u>
2. Number of SIDS Member States that have taken steps to implement UNESCO's SIDS Action Plan towards implementing the SAMOA Pathway	<ul style="list-style-type: none"> – <u>targeted interventions across UNESCO's mandate in support of sustainable development and resilience in SIDS</u> – <u>actions in response to recommendations arising from the mid-term evaluation of the UNESCO's SIDS Action Plan and the SAMOA Pathway Mid-term Review</u>

<i>Performance indicators</i>	<i>Assessment according to the following:</i>
3. Number of local communities, indigenous peoples and Member States mobilizing, safeguarding, and reinforcing transmission of local and indigenous knowledge, with a focus on climate vulnerable regions such as sub-Saharan Africa, SIDS and the Arctic	<ul style="list-style-type: none"> – <i>community-based projects to monitor environmental change through local and indigenous observations and knowledge</i> – <i>participation of local knowledge holders, scientists and decision-makers in transdisciplinary dialogue workshops</i> – <i>participation of women as knowledge holders</i> – <i>access of local knowledge holders to decision-making bodies and processes</i> – <i>initiatives reinforcing inter-generational transmission of local knowledge</i>

Expected result 4: Member States have strengthened management of both geological resources and geohazards risk towards the achievement of related Sustainable Development Goals (SDGs) and targets

<i>Performance indicators</i>	<i>Assessment according to the following:</i>
1. Number of supported Member States which have strengthened national geoscience capacity in a gender-responsive manner	<ul style="list-style-type: none"> – <i>level of engagement of women and youth as participants in IGCP projects</i> – <i>level of engagement of women and youth as leaders in IGCP projects</i> – <i>number of scientific papers produced by IGCP project teams</i>
2. Number of supported African Member States with increased education, research and training in geoscience through the African Network of Earth Science Institutions	<ul style="list-style-type: none"> – <i>number of joint initiatives between member institutions</i> – <i>number of exchanges of good practice between member institutions</i> – <i>level of engagement of African women geoscientists</i>
3. Number of supported Member States which have strengthened their resilience by preventing new and reducing existing disaster risk in a gender-sensitive manner	<ul style="list-style-type: none"> – <i>geohazard early warning systems created and/or strengthened</i> – <i>non-engineered constructions reinforced and related policy development improved</i> – <i>improved risk assessment, mitigation and community awareness through UNESCO designated sites</i> – <i><u>empowering young DRR professionals in SETI</u></i> – <i><u>exchanging dialogue between sciences and policy</u></i> – <i>development of critical infrastructure vulnerability assessments and mitigation actions</i>

Expected result 5: Member States have strengthened management of natural resources towards the achievement of Sustainable Development Goals (SDGs) and targets related to biodiversity and climate change resilience

<i>Performance indicators</i>	<i>Assessment according to the following:</i>
1. Number of supported Member States with new BR, including transboundary ones, especially Member States that currently have no BR	– <i>nomination dossiers and MAB ICC decisions</i>
2. Number of supported Member States having improved gender parity in MAB-related awards	– <i>ratio between men and women receiving MAB Young Scientists Awards (YSA) scheme, Sultan Qaboos Prize and Michel Batisse Award (MBA)</i>
3. Number of supported Member States which have implemented scientific pilot projects for improved management of natural resources	– <i>national reports on LA implementation to MAB ICC</i> – <i>pilot projects valorized through MAB Young Scientists Award reports</i> – <i>scientific publications and policy briefs highlighting identified good practices</i>
4. Number of supported Member States having improved knowledge about MAB principles on conservation, research and sustainability	– <i>expanded communication and information sharing between Member States within and outside the MAB community</i> – <i>level of engagement and appropriation of categories of stakeholders in the</i> – <i>implementation of the MAB Strategy and LAP</i>
5. Number of Member States which have enhanced their resilience to climate change including through the house-wide coordination of the UNESCO Strategy for Action on Climate Change	– <i>reports of Member States on the implementation of Action A1.4 of the LAP to MAB ICC</i> – <i>UNESCO designated sites contributing to enhanced resilience as climate change observatories</i> – <i>reports by Member States on enhanced resilience to climate change</i> – <i>follow up to the outcome of IPBES #7</i> – <i><u>communication strategy on Climate action taking into account the IPCC special report on 1.5°C and the global youth mobilization</u></i>

Expected result 6: Member States have developed UNESCO-designated sites as learning sites for inclusive and comprehensive approaches to environmental, economic and social aspects of sustainable development

<i>Performance indicators</i>	<i>Assessment according to the following:</i>
1. Number of Member States which have effectively used UNESCO-designated sites as demonstration sites for sustainable development solutions including green and inclusive economies that respond to the needs of vulnerable groups and support gender equality	<ul style="list-style-type: none"> – <i>periodic review reports and reports to the MAB ICC in line with the LAP</i> – <i>periodic review reports to the UNESCO Global Geoparks Council</i>
2. Number of Member States which use BR and/or UNESCO Global Geoparks as a comprehensive network of observatories for resilience to climate change and natural hazards, making use of citizen science	<ul style="list-style-type: none"> – <i>reports to the MAB ICC in line with LAB</i> – <i>reports to the UNESCO Global Geoparks Council</i>
3. Number of Member States which have established transboundary site	<ul style="list-style-type: none"> – <i>application dossiers and reports to the MAB ICC</i> – <i>application dossiers and reports to the UNESCO Global Geoparks Council</i>

Expected result 7: Member States have strengthened their response to water security challenges towards the achievement of water-related Sustainable Development Goals (SDGs) and targets, and other targets from relevant international water agendas

<i>Performance indicators</i>	<i>Assessment according to the following:</i>
1. Number of supported Member States which have enhanced resilience to climate change, water-related hazards and scarcity in a gender-responsive manner	<ul style="list-style-type: none"> – <i>inclusive, gender responsive, science-based strategies designed and/or implemented</i> – <i>innovative tools and cooperation methodologies for IWRM applied</i> – <i>water cooperation initiatives developed and/ or implemented</i> – <i>levels of women's and scientists' engagement</i>
2. Number of supported Member States which have improved groundwater resources management and governance including at transboundary level in a gender-responsive manner	<ul style="list-style-type: none"> – <i>exchanging knowledge (best cases, guidelines, etc.) on a shared cooperation platform for human settlements</i> – <i>groundwater resources' resilience to climate change in terrestrial and coastal zones enhanced</i> – <i>management and governance of transboundary aquifers improved</i>
3. Number of supported Member States which have strengthened their human settlements' resiliency in a gender-responsive manner	<ul style="list-style-type: none"> – <i>exchanging knowledge (best cases, guidelines, etc.) on a shared cooperation platform for human settlements</i>
4. Number of supported Member States which have adopted science-based approaches to water quality, ecohydrology and engineering solutions in a gender-responsive manner	<ul style="list-style-type: none"> – <i>water quality assessments, methodologies and case studies on wastewater management and safe reuse conducted</i> – <i>ecohydrology demonstration sites established and related guidelines applied</i> – <i>individuals trained by the IHP Water Family (disaggregated by sex, age, institute and country)</i> – <i>youth and young water professional groups participating in policy processes</i>

Expected result 8: Member States have improved policies and increased institutional and human capacities for water security through scientific cooperation

<i>Performance indicators</i>	<i>Assessment according to the following:</i>
1. Number of supported Member States showcasing best practices and policies inspired by WWAP publications (WWDR, SDG 6 Synthesis Report, Gender and Water Toolkit, Migration-Gender and Employment, etc.)	<ul style="list-style-type: none"> – <i>case-studies collected and published by WWAP;</i> – <i>Member States having applied the</i> – <i>sex-disaggregated data and indicators methodology developed by WWAP</i>
2. Number of supported Member States which have strengthened water education approaches at all levels and number of trained persons at all levels with skills for addressing water security and achievement of SDG water targets	<ul style="list-style-type: none"> – <i>individuals trained by the IHP Water Family (disaggregated by sex, age, institute and country)</i> – <i>youth and young water professional groups participating in policy processes</i>
3. Number of supported Member States which have fostered international networks towards improved water security in a gender-responsive manner, using the Water Information Network System (IHP-WINS)	<ul style="list-style-type: none"> – <i>operational IHP National Committees in place</i> – <i>contribution of UNESCO Chairs and category 2 centres related to water to scientific research project implementation or joint activities</i> – <i>regional meetings of IHP National Committees, category 2 centres and UNESCO Chairs</i> – <i>(sub)regional and/or global roadmaps towards SDG 6 and additional water-related targets defined and/or implemented with UNESCO water family</i> – <i><u>implementation of the recommendations arising from the Mid-term Evaluation of Phase VIII (2014-2021) of IHP and the evaluation of IHP's Programmes and Major Initiatives</u></i>



IOC

**Intergovernmental
Oceanographic Commission**

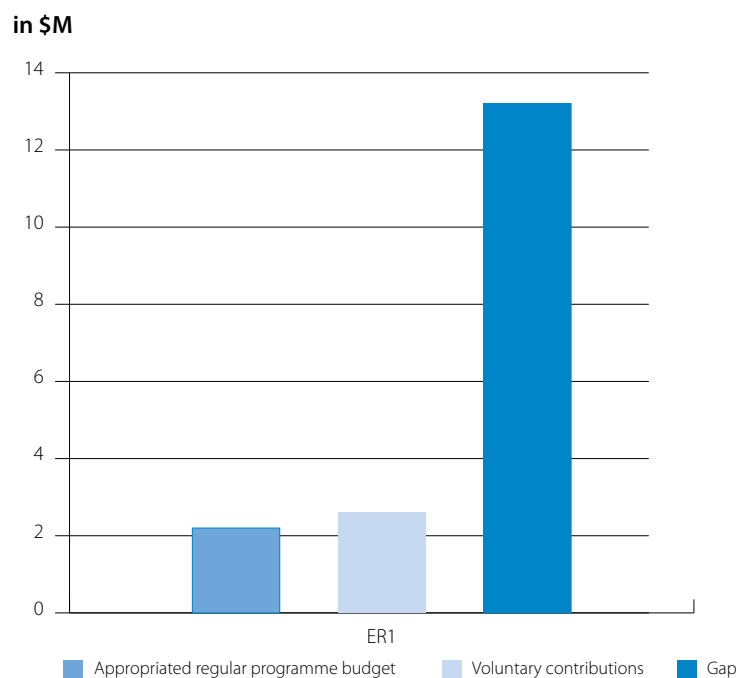
Intergovernmental Oceanographic Commission

IOC – 1 Integrated budget based on the Appropriated regular programme budget of \$507 million

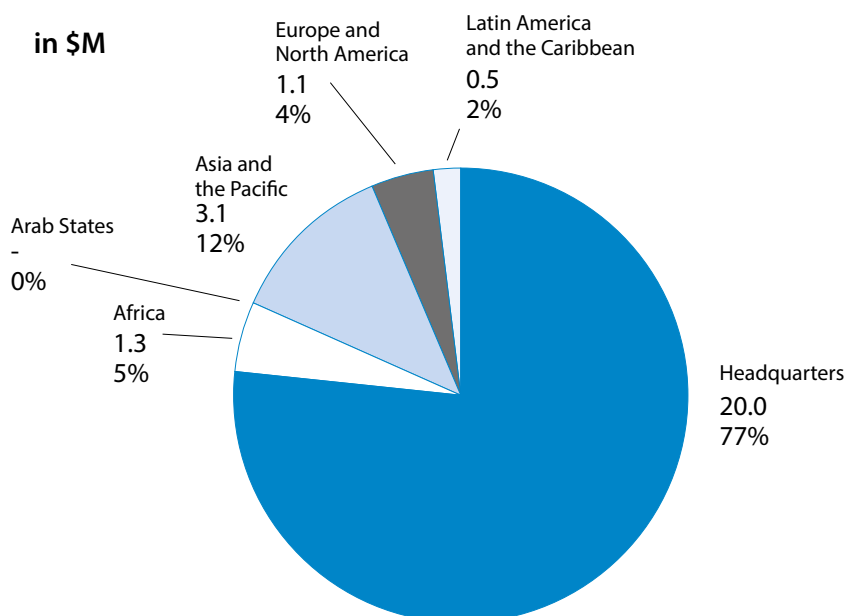
Main line of action /Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$507M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Staff budget (established posts)		8 110 700	8 110 700	8 110 700	–	–	–	–	8 110 700
Operational budget									
MLA 1 Promoting knowledge and capacity for protecting and sustainably managing the ocean and coasts	17 925 700		17 925 700	2 165 500	–	–	2 600 000	13 160 200	17 925 700
ER1 Science-informed policies for reduced vulnerability to ocean hazards, for the global conservation and sustainable use of oceans, seas and marine resources, and increased resilience and adaptation to climate change, developed and implemented by Member States, towards the realization of Agenda 2030	17 925 700		17 925 700	2 165 500			2 600 000	13 160 200	17 925 700
Subtotal, Operational budget	17 925 700	–	17 925 700	2 165 500	–	–	2 600 000	13 160 200	17 925 700
Total, IOC	17 925 700	8 110 700	26 036 400	10 276 200	–	–	2 600 000	13 160 200	26 036 400

¹ The Appropriated regular programme budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Total operational budget by expected result
Appropriated regular programme budget, Voluntary contributions and Gap
(Appropriated regular programme budget of \$507M)



Distribution of total resources (staff and operational budget)
by Region and Headquarters
(Appropriated regular programme budget of \$507M)



Contribution to global priorities

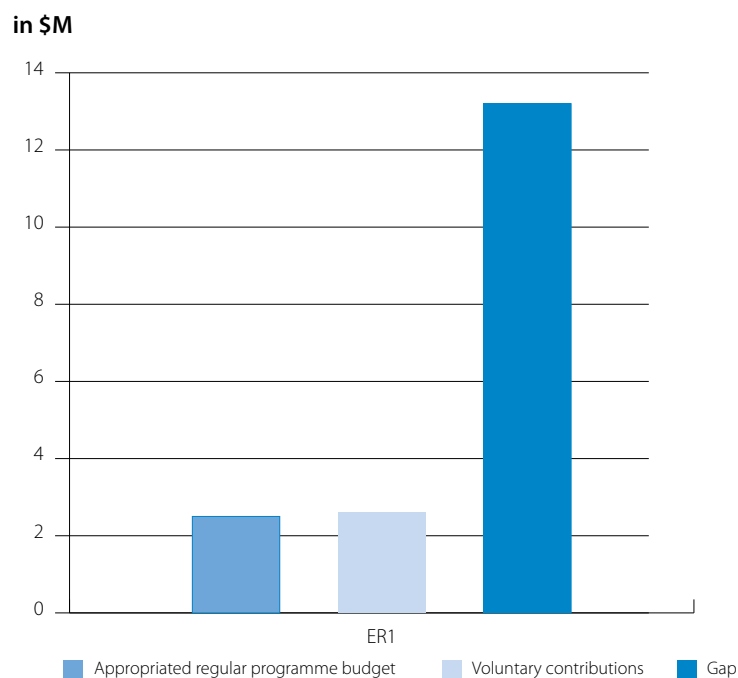
	Priority Africa		Priority Gender Equality	
	\$	%	\$	%
Within total operational budget	\$4.2M	23%	\$1.9M	10%

IOC – 2 Integrated budget based on the Appropriated regular programme budget of \$518 million/\$523.6 million

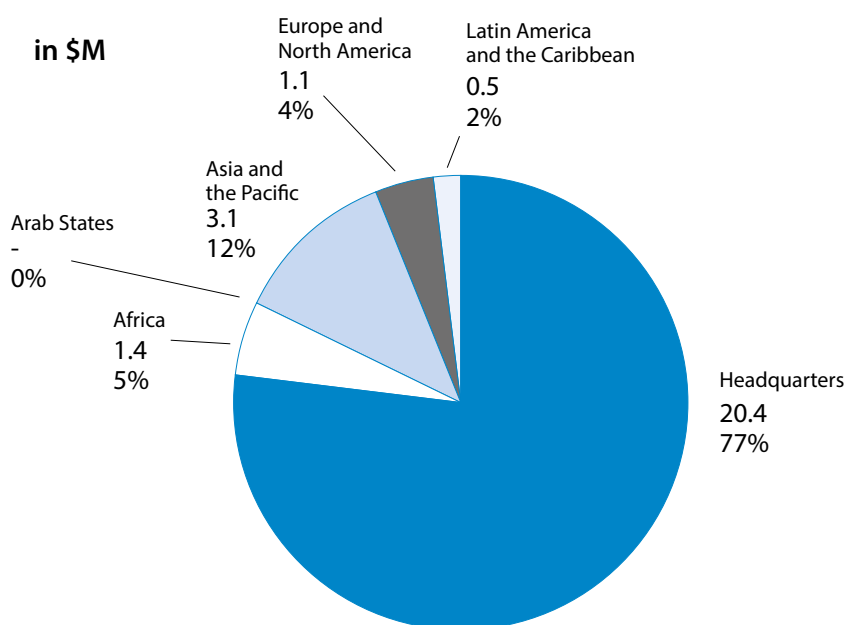
Main line of action /Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$518M/ \$523.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Staff budget (established posts)		8 271 700	8 271 700	8 271 700	–	–	–	–	8 271 700
Operational budget									
MLA 1 Promoting knowledge and capacity for protecting and sustainably managing the ocean and coasts	18 264 600		18 264 600	2 504 400	–	–	2 600 000	13 160 200	18 264 600
ER1 Science-informed policies for reduced vulnerability to ocean hazards, for the global conservation and sustainable use of oceans, seas and marine resources, and increased resilience and adaptation to climate change, developed and implemented by Member States, towards the realization of Agenda 2030	18 264 600		18 264 600	2 504 400			2 600 000	13 160 200	18 264 600
Subtotal, Operational budget	18 264 600	–	18 264 600	2 504 400	–	–	2 600 000	13 160 200	18 264 600
Total, IOC	18 264 600	8 271 700	26 536 300	10 776 100	–	–	2 600 000	13 160 200	26 536 300

¹ Under the \$518M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds. Under the \$523.6M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Total operational budget by expected result
Appropriated regular programme budget, Voluntary contributions and Gap
(Appropriated regular programme budget of \$518M/\$523.6M)



Distribution of total resources (staff and operational budget)
by Region and Headquarters
(Appropriated regular programme budget of \$518M/\$523.6M)



Contribution to global priorities

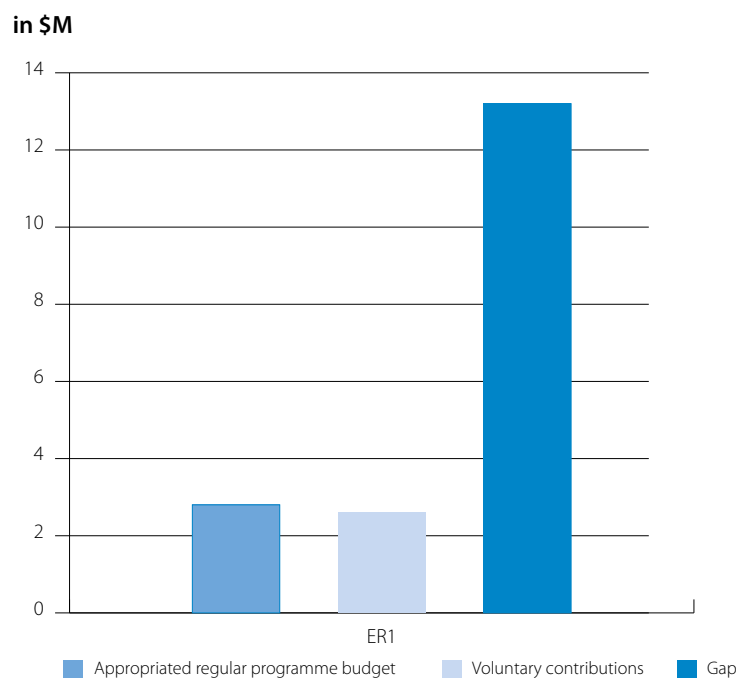
	Priority Africa		Priority Gender Equality	
	\$	%	\$	%
Within total operational budget	\$4.2M	23%	\$1.9M	10%

IOC – 3 Integrated budget based on the Appropriated regular programme budget of \$534.6 million

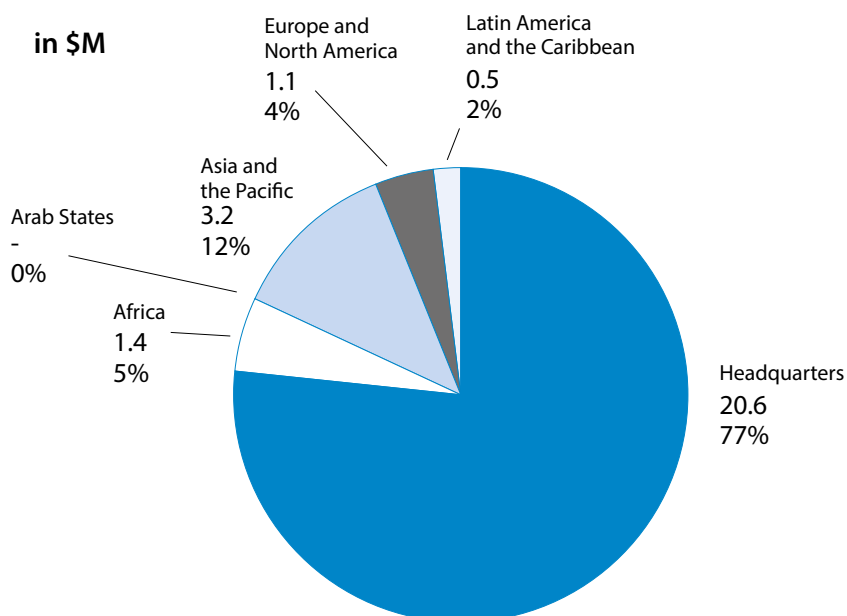
Main line of action /Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Staff budget (established posts)		8 271 700	8 271 700	8 271 700	–	–	–	–	8 271 700
Operational budget									
MLA 1 Promoting knowledge and capacity for protecting and sustainably managing the ocean and coasts	18 564 000		18 564 000	2 803 800	–	–	2 600 000	13 160 200	18 564 000
ER1 Science-informed policies for reduced vulnerability to ocean hazards, for the global conservation and sustainable use of oceans, seas and marine resources, and increased resilience and adaptation to climate change, developed and implemented by Member States, towards the realization of Agenda 2030	18 564 000		18 564 000	2 803 800			2 600 000	13 160 200	18 564 000
Subtotal, Operational budget	18 564 000	–	18 564 000	2 803 800	–	–	2 600 000	13 160 200	18 564 000
Total, IOC	18 564 000	8 271 700	26 835 700	11 075 500	–	–	2 600 000	13 160 200	26 835 700

¹ The Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Total operational budget by expected result
Appropriated regular programme budget, Voluntary contributions and Gap
(Appropriated regular programme budget of \$534.6M)



Distribution of total resources (staff and operational budget)
by Region and Headquarters
(Appropriated regular programme budget of \$534.6M)

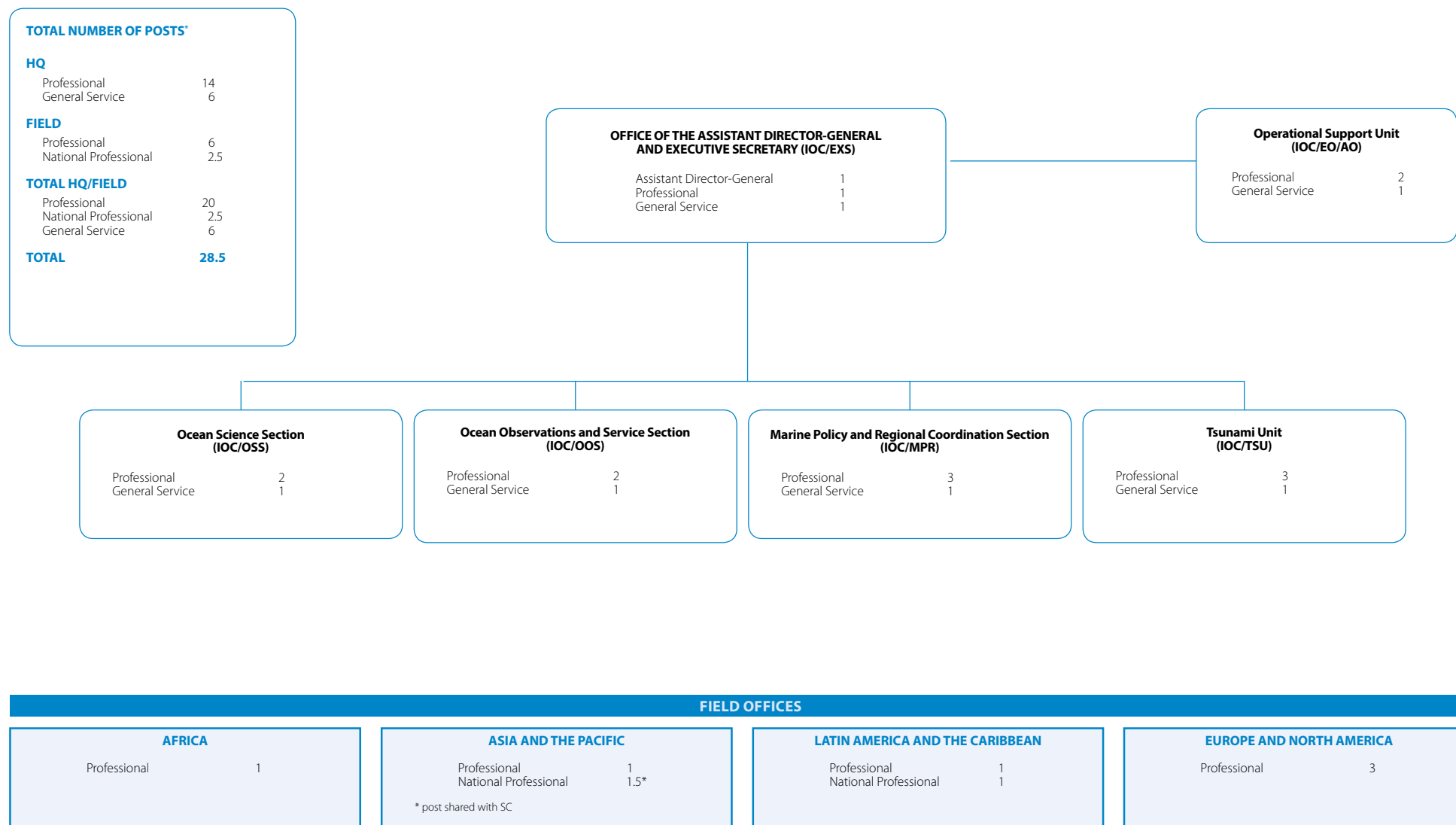


Contribution to global priorities

	Priority Africa		Priority Gender Equality	
	\$	%	\$	%
Within total operational budget	\$4.2M	23%	\$1.9M	10%

INTERGOVERNMENTAL OCEANOGRAPHIC COMMISSION (IOC) ORGANIZATIONAL CHART (ESTABLISHED POSTS)

Integrated budget based on the Appropriated regular programme budget of \$518M/523.6M/534.6M



* Under the Integrated budget based on the Appropriated regular programme budget of \$507M no General Service post would be created in the Marine Policy and Regional Coordination Section. The total number of post would therefore be 27.5.

Intergovernmental Oceanographic Commission

03001 UNESCO's Intergovernmental Oceanographic Commission (IOC) crossed a major milestone at the end of 2017, with the endorsement by the 72nd Session of UN General Assembly of the IOC's proposal to proclaim the years 2021-2030 the **United Nations Decade of Ocean Science for Sustainable Development** (the Decade). Building on work launched in the current 2018-2019 biennium, IOC has now less than two years to work with Members States, UN, partners and stakeholders to develop an implementation plan for the Decade. This is a unique opportunity for all to achieve a breakthrough in the capacity of oceanography to serve people and the planet. Steadily, a very promising image of the Decade is emerging, with a number of proactively designed revolutionary developments in ocean observations, sciences and services, matched by their large-scale uptake in all activities related to increased but sustainable use of the ocean space and resources.

03002 For the IOC Secretariat, which is quite small, the challenge is now to raise not only extrabudgetary resources necessary to maintain its core operational programmes but also significant additional resources to lead and coordinate the Decade preparation phase. Critical understaffing, already highlighted by the UNESCO External Auditor in 2016, undermines these fund-raising efforts and threatens the sustainability of the Secretariat.

03003 None of the proposed budgetary scenarios allows to adequately addressing the situation. Taking into account the need to provide at least basic support to all programmatic sections by creating one additional general service staff position implies an 11% cut to IOC programme activities in the 40 C/5 \$518 million (and \$523.6 million) budget scenario. While every effort will be made to offset the impact of this cut through extrabudgetary resource mobilization, one must be conscious that increased reliance on extrabudgetary support brings with it a number of constraints. Even with full alignment of extrabudgetary projects' objectives with the IOC programmatic goals, the project-oriented approach often leads to shifts in focus and does not facilitate harmonious and continuous implementation based on the collectively agreed priorities. This is of particular concern for the IOC operational programmes in ocean observations and services and for data and information management, which require stable investment in core system design and maintenance. The reduced resources will also harm our capacity to work regionally, in particular as regards the operationalization of the IOC Capacity Development strategy. While the IOC's regional sub-commissions need to focus on self-driven capacity development as well as south-south cooperation, the lack of sufficient staff at the regional level but also at the central coordination level threatens to transform the IOC's capacity development activities into donor-prioritized and less coordinated efforts.

03004 The \$534.6 million scenario allows for some seed funding for the Decade coordination and fund-raising activities, while maintaining the rest of the programme at the same level as in 2018-2019. In completing the implementation of this final biennium of the second and last quadrennium of the 2014-2021 Medium-Term Strategy, the Secretariat intends to sharpen its action and to fully reflect the intergovernmental nature of the IOC in the work with its communities of stakeholders. The years 2020-2021 will be critical in ensuring that the IOC's

institutional contribution to the Decade is built on the established expert activities that have tangibly and convincingly demonstrated their relevance and contribution to the sustainability agenda.

03005

Without the minimal breathing space allowed by the \$534.6 million scenario only, the Secretariat may not be in a position to deliver a Decade plan that would fully reflect the needs of all nations, mainly because it would not be possible to hold thorough consultations in all regions. The \$534.6M scenario would also allow a more focused and hard-needed action in support of Africa and SIDS. In the area of ocean science, it would be possible also to mobilize relevant networks from the various regions to support the identified research and development priority areas under the Decade's science plan by developing policy briefs, designing research agendas and identifying potential products and services of societal benefit.

03006

The \$534.6 million scenario would also allow for the operationalization of a global clearing house mechanism to facilitate the transfer of marine technology, in response to regional needs of developing nations, including LDCs and SIDS. This would be central to the overall IOC capacity development strategy and respond to various international calls on IOC to take the lead on this (e.g. UNGA, SDG 14, and UNCLOS in the context of the future international legally binding agreement on the conservation and sustainable use of marine biodiversity in areas beyond national jurisdiction, currently under negotiation).

03007

As regards the \$507 million scenario, it was prepared based on the re-costed 39 C/5 staff establishment without any change, and with the 19% cut to programme activities distributed across the board. Given the impact of such a cut, should such a scenario become a reality, the IOC would need to undertake a major re-prioritization exercise. This would likely require the discontinuation or considerable downscaling of certain programmes and cuts in their supporting staff. Core programmes of the IOC would then operate below the sustainability level and may even face closing down. General guidance would be sought at the next session of the Assembly in June 2019.

Expected result: Science-informed policies for reduced vulnerability to ocean hazards, for the global conservation and sustainable use of oceans, seas and marine resources, and increased resilience and adaptation to climate change, developed and implemented by Member States, towards the realization of the 2030 Agenda

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Number of supported Member States which have conducted up-to-date ocean research to address specific challenges of the ocean and human impacts on coastal areas	(i) 50 MS of which 5 in Africa and 5 SIDS, participate in international research initiatives under the WCRP	(i) 52 of which 7 from Africa and 7 SIDS	(i) 53 of which 7 from Africa and 7 SIDS	(i) 54 of which 7 from Africa and 8 SIDS

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
	<p>(ii) 89 MS of which 22 in Africa and 11 SIDS, integrate best practices, standards and methodologies to observe ocean acidification and blue carbon ecosystems</p> <p>(iii) 76 MS of which 6 in Africa and 2 SIDS, contribute to improving understanding of marine ecosystem functioning and the impacts of change on ecosystem services</p>	<p>(ii) 91 of which 24 from Africa and 13 SIDS</p> <p>(iii) 80 of which 8 from Africa and 4 SIDS</p>	<p>(ii) 93 of which 24 from Africa and 13 SIDS</p> <p>(iii) 82 of which 8 from Africa and 4 SIDS</p>	<p>(ii) 94 of which 25 from Africa and 14 SIDS</p> <p>(iii) 83 of which 9 from Africa and 5 SIDS</p>
2. Number of supported Member States which maintained, strengthened and integrated global ocean observing, data and information systems to reduce vulnerability to ocean hazards and benefit from their outputs	(i) 104 MS are part of GOOS Regional Alliances, of which 5 in Africa and 39 in SIDS. Levels of participation and engagement vary, with an estimated 60 of which 5 in Africa and 8 in SIDS	(i) 60 of which 5 from Africa and 8 SIDS	(i) 63 of which 7 from Africa and 8 SIDS	(i) 64 of which 8 from Africa and 9 SIDS
	(ii) 13 MS of which 5 in Africa and 1 SIDS participate in IOGOOS, as an indicator of involvement in IIOE-2	(ii) 13 of which 5 from Africa and 1 SIDS	(ii) 13 of which 5 from Africa and 1 SIDS	(ii) 13 of which 5 from Africa and 1 SIDS
	(iii) 20 MS contribute to JCOMMOPS	(iii) 20	(iii) 20	(iii) 20
	(iv) 84 MS of which 19 in Africa participate in the IODE network & collaborate in D&IM	(iv) 90 of which 22 from Africa	(iv) 92 of which 22 from Africa	(iv) 100 of which 25 from Africa

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
3. Number of supported Member States which have developed early warning systems and preparedness to mitigate the risks of tsunamis and other ocean-related hazards towards increased resilience	(i) 72 MS of which 14 SIDS and 6 in Africa have National Tsunami Warning Centres	(i) 75 of which 15 SIDS and 6 from Africa	(i) 76 of which 15 SIDS and 6 from Africa	(i) 78 of which 16 SIDS and 6 from Africa
	(ii) 5 MS of which 5 SIDS have increased communities' preparedness	(ii) 9 of which 5 SIDS	(ii) 9 of which 5 SIDS	(ii) 10 of which 6 SIDS
	(iii) 3 MS of which 1 SIDS, developed capacities for tsunami & other coastal hazard assessment	(iii) 5 of which 1 SIDS	(iii) 6 of which 1 SIDS	(iii) 7 of which 2 SIDS
	(iv) 9 MS actively participate in operational ocean forecast system (0 in Africa, 0 SIDS)	(iv) 13 of which 2 from Africa and 2 SIDS	(iv) 13 of which 2 from Africa and 2 SIDS	(iv) 14 of which 2 from Africa and 2 SIDS
	(v) 45 MS developed capacities for research and management of harmful algae	(v) 45 of which 6 from Africa and 5 SIDS	(v) 46 of which 6 from Africa and 5 SIDS	(v) 47 of which 6 from Africa and 5 SIDS
4. Number of supported Member States that have ocean science and policy interface mechanisms in support of healthy ocean ecosystems in accordance with Agenda 2030	(i) 8 MS contribute to and use bathymetric datasets through GEBCO	(i) 12	(i) 13	(i) 14
	(ii) 25 MS of which 5 SIDS and 5 in Africa nominate experts to WOA Pool of Experts, and IPBES and IPCC assessments	(ii) 25 of which 5 SIDS and 5 from Africa	(ii) 26 of which 5 SIDS and 5 from Africa	(ii) 27 of which 5 SIDS and 5 from Africa
	(iii) Number of MS contributing to national ocean SDG datasets through IODE – no existing baseline	(iii) 45 of which 6 from Africa	(iii) 47 of which 6 from Africa	(iii) 48 of which 7 from Africa
	(iv) 25 MS participate in science and CD programmes on nutrients assessment and management	(iv) 35 of which 5 SIDS and 7 from Africa	(iv) 35 of which 5 SIDS and 7 from Africa	(iv) 35 of which 5 SIDS and 7 from Africa

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
	(v) 5 MS in Africa implement science-based guidelines on coastal hazards mitigation/ climate change adaptation	(v) 9 of which 5 from Africa and 1 SIDS	(v) 10 of which 5 from Africa and 1 SIDS	(v) 11 of which 5 from Africa and 2 SIDS
5. Number of supported Member States which implement science-based ecosystem management and measure progress on SDG 14 implementation	(i) 74 MS of which 16 in Africa and 8 SIDS contribute to the implementation of workplans of governing and regional subsidiary bodies	(i) 88 of which 13 from Africa and 10 SIDS	(i) 90 of which 13 from Africa and 10 SIDS	(i) 92 of which 13 from Africa and 10 SIDS
	(ii) 40 MS of which 5 in Africa and 3 SIDS develop marine spatial plans and sustainable ocean economic programmes	(ii) 45 of which 6 from Africa and 5 SIDS	(ii) 46 of which 6 from Africa and 5 SIDS	(ii) 47 of which 6 from Africa and 5 SIDS
	(iii) 10 MS of which 3 SIDS participate in the implementation of inter- agency activities and outreach programmes	(iii) 13 of which 4 SIDS	(iii) 15 of which 4 SIDS	(iii) 17 of which 5 SIDS
6. Number of supported Member States which have developed institutional capacity and used it towards IOC's high-level objectives	(i) Number of MS contributing to regional needs assessment and delivery of marine technology – no existing baseline	(i) 10 of which 1 from Africa and 1 SIDS	(i) 10 of which 1 from Africa and 1 SIDS	(i) 10 of which 1 from Africa and 1 SIDS
	(ii) 34 MS, of which 6 in Africa and 2 SIDS, contributing to 1st GOSR	(ii) 60 of which 8 Africa and 8 SIDS including gender disaggregated human resources information from 45 MS	(ii) 61 of which 8 Africa and 8 SIDS including gender disaggregated human resources information from 45 MS	(ii) 62 of which 8 Africa and 8 SIDS including gender disaggregated human resources information from 45 MS

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
	(iii) (a) Number of MS implementing CD workplans through IOCAFRICA, IOCARIBE, WESTPAC & IOCINDIO – N/A as no CD plans adopted	(iii) (a) CD implementation plans adopted and implementation started, with minimal seed funding, otherwise dependent on XB	(iii) (a) CD implementation plans adopted and implementation started, with minimal seed funding, otherwise dependent on XB	(iii) (a) CD implementation plans adopted and implementation started, with minimal seed funding, otherwise dependent on XB
	(b) 80 practitioners, of which 20 from Africa and 4 from SIDS, trained in priority topics identified regional sub-commissions	(b) 120 practitioners, of which 20 from Africa and 5 from SIDS	(b) 130 practitioners, of which 25 from Africa and 6 from SIDS	(b) 150 practitioners, of which 30 from Africa and 7 from SIDS
	(iv) 80 practitioners of which 20 in Africa and 0 SIDS, trained in priority topics identified through regional assessments	(iv) 100 practitioners of which 30 from Africa and 0 SIDS, with a gender target of 40% women (5 RTCs established)	(iv) 120 practitioners of which 35 from Africa and 1 SIDS, with a gender target of 40% women (5 RTCs established)	(iv) 150 practitioners of which 40 from Africa and 3 SIDS, with a gender target of 40% women (5 RTCs established)

MP III

Social and human sciences

Major Programme III

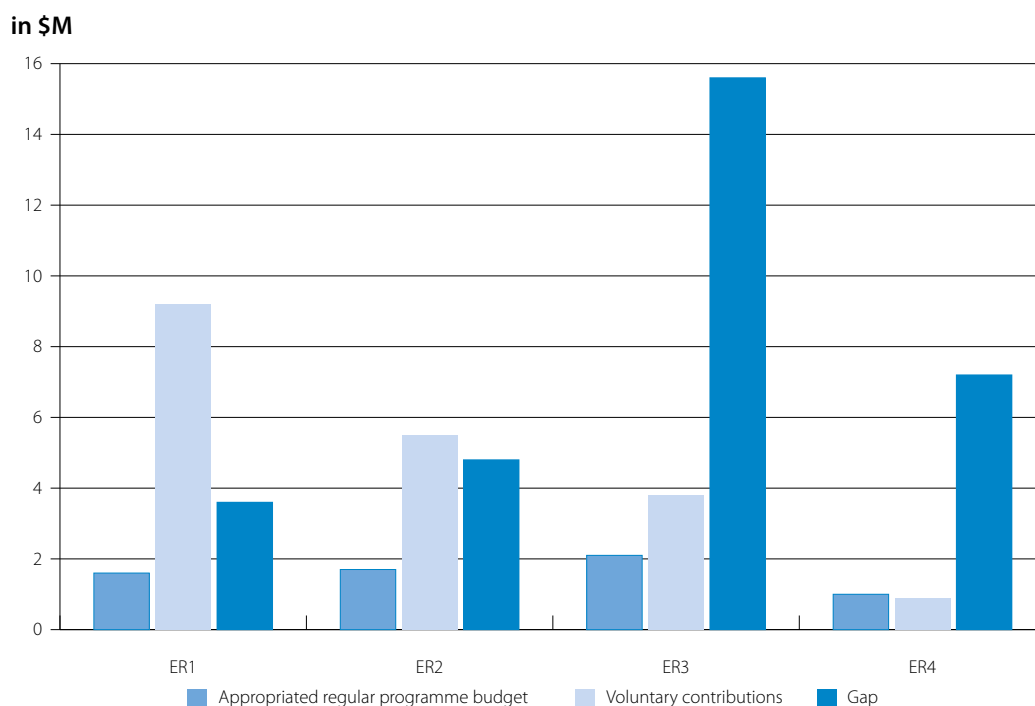
Social and human sciences

SHS – 1 Integrated budget based on the Appropriated regular programme budget of \$507 million

Main line of action /Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated Regular programme budget ¹ \$507M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Staff budget (established posts)		19 351 100	19 351 100	19 351 100	–	–	–		19 351 100
Operational budget									
MLA 1 Mobilizing knowledge and embedding rights and ethics to foster and achieve social inclusion and equitable societies	26 439 600		26 439 600	3 277 600	–	–	14 768 000	8 394 000	26 439 600
ER1 Public policy-making strengthened in Member States based on scientific evidence, humanities-based knowledge, ethics, and human rights frameworks	14 454 000		14 454 000	1 611 000	–	–	9 245 000	3 598 000	14 454 000
ER2 National institutional and human capacities strengthened at all levels to generate, manage and apply knowledge for inclusive, equitable development that is based on ethical values and human rights	11 985 600		11 985 600	1 666 600	–		5 523 000	4 796 000	11 985 600
MLA 2 Fostering intercultural dialogue and engaging young women and men for peaceful and participatory societies	21 420 100		21 420 100	2 082 100	–	–	3 751 000	15 587 000	21 420 100
ER4 Youth-led action enabled, from local to global level, to address societal challenges and consolidate peace	9 056 000		9 056 000	1 001 000	–	–	861 000	7 194 000	9 056 000
ER5 Member States' commitments to the global agendas in favour of inclusive, sustainable and peaceful societies demonstrated through targeted advocacy campaigns and awareness-raising initiatives	12 364 100		12 364 100	1 081 100	–	–	2 890 000	8 393 000	12 364 100
Subtotal, Operational budget	47 859 700	–	47 859 700	5 359 700	–	–	18 519 000	23 981 000	47 859 700
Total, Major Programme III	47 859 700	19 351 100	67 210 800	24 710 800	–	–	18 519 000	23 981 000	67 210 800

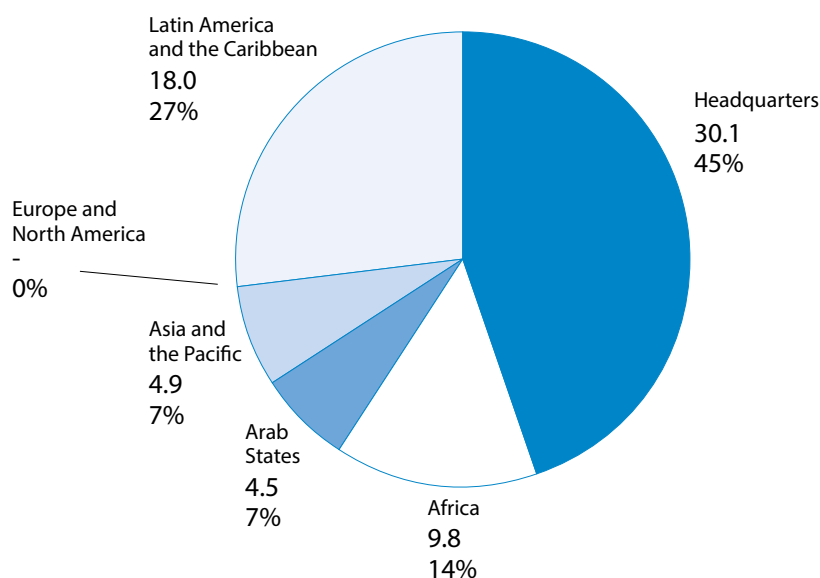
¹ The Appropriated regular programme budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Total operational budget by expected result
Appropriated regular programme budget, Voluntary contributions and Gap
(Appropriated regular programme budget of \$507M)



Distribution of Total resources (staff and operational budget)
by Region and Headquarters
(Appropriated regular programme budget of \$507M)

in \$M



Contribution to global priorities

	Priority Africa		Priority Gender Equality	
	\$	%	\$	%
Within total operational budget	\$8.3M	17%	\$9.8M	20%

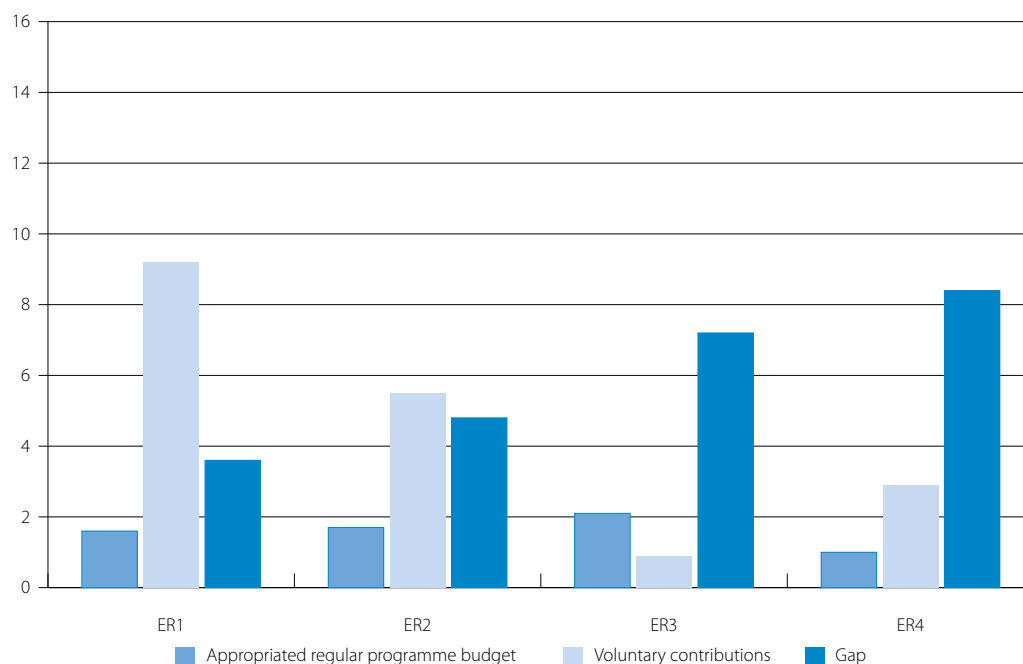
SHS – 2 Integrated budget based on the Appropriated regular programme budget of \$518 million/\$523.6 million

Main line of action /Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$518M/\$523.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Staff budget (established posts)		19 351 100	19 351 100	19 351 100	-	-	-		19 351 100
Operational budget									
MLA 1 Mobilizing knowledge and embedding rights and ethics to foster and achieve social inclusion and equitable societies	27 166 100		27 166 100	4 004 100	-	-	14 768 000	8 394 000	27 166 100
ER1 Public policy-making strengthened in Member States based on scientific evidence, humanities-based knowledge, ethics, and human rights frameworks	14 806 400		14 806 400	1 963 400	-	-	9 245 000	3 598 000	14 806 400
ER2 National institutional and human capacities strengthened at all levels to generate, manage and apply knowledge for inclusive, equitable development that is based on ethical values and human rights	12 359 700		12 359 700	2 040 700	-		5 523 000	4 796 000	12 359 700
MLA 2 Fostering intercultural dialogue and engaging young women and men for peaceful and participatory societies	21 884 700		21 884 700	2 546 700	-	-	3 751 000	15 587 000	21 884 700
ER4 Youth-led action enabled, from local to global level, to address societal challenges and consolidate peace	9 276 500		9 276 500	1 221 500	-	-	861 000	7 194 000	9 276 500
ER5 Member States' commitments to the global agendas in favour of inclusive, sustainable and peaceful societies demonstrated through targeted advocacy campaigns and awareness-raising initiatives	12 608 200		12 608 200	1 325 200	-	-	2 890 000	8 393 000	12 608 200
Subtotal, Operational budget	49 050 800	-	49 050 800	6 550 800	-	-	18 519 000	23 981 000	49 050 800
Total, Major Programme III	49 050 800	19 351 100	68 401 900	25 901 900	-	-	18 519 000	23 981 000	68 401 900

¹ Under the \$518M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds. Under the \$523.6M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

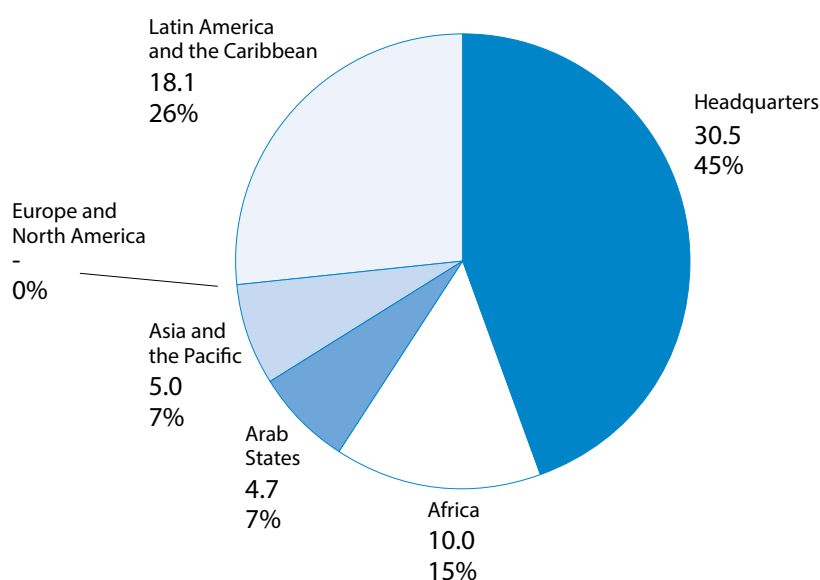
Total operational budget by expected result
Appropriated regular programme budget, Voluntary contributions and Gap
(Appropriated regular programme budget of \$518M/\$523.6M)

in \$M



Distribution of Total resources (staff and operational budget)
by Region and Headquarters
(Appropriated regular programme budget of \$518M/\$523.6M)

in \$M



Contribution to global priorities

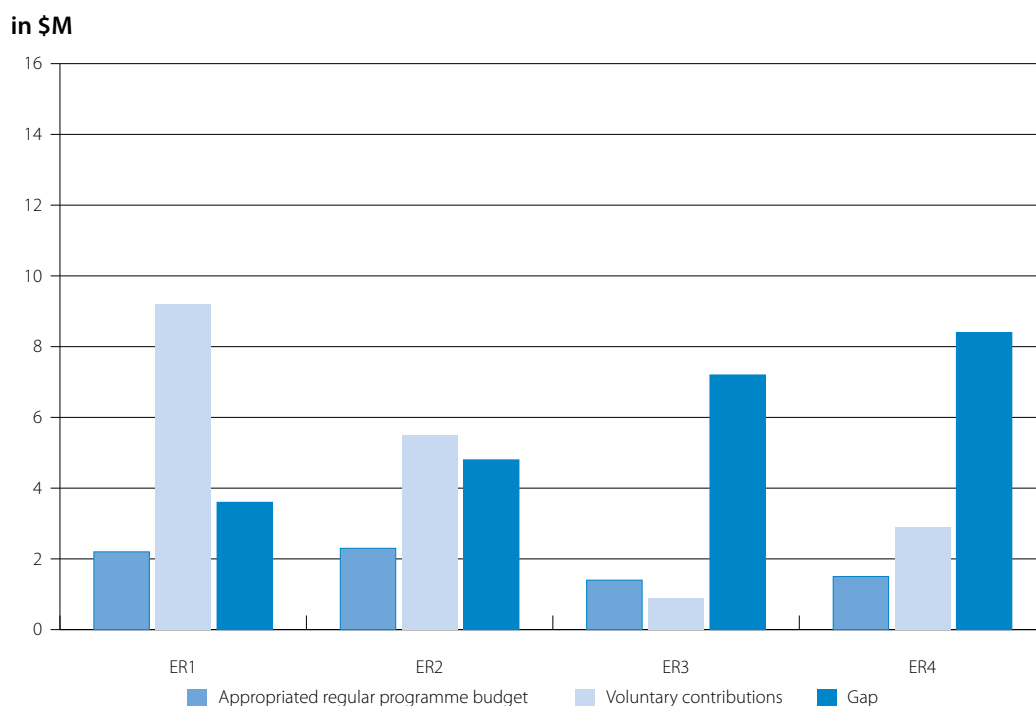
	Priority Africa		Priority Gender Equality	
	\$	%	\$	%
Within total operational budget	\$8.3M	17%	\$9.8M	20%

SHS – 3 Integrated budget based on the Appropriated regular programme budget of \$534.6 million

Main line of action /Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Staff budget (established posts)		19 351 100	19 351 100	19 351 100	-	-	-		19 351 100
Operational budget									
MLA 1 Mobilizing knowledge and embedding rights and ethics to foster and achieve social inclusion and equitable societies	27 603 800		27 603 800	4 441 800	-	-	14 768 000	8 394 000	27 603 800
ER1 Public policy-making strengthened in Member States based on scientific evidence, humanities-based knowledge, ethics, and human rights frameworks	15 025 100		15 025 100	2 182 100	-	-	9 245 000	3 598 000	15 025 100
ER2 National institutional and human capacities strengthened at all levels to generate, manage and apply knowledge for inclusive, equitable development that is based on ethical values and human rights	12 578 700		12 578 700	2 259 700	-		5 523 000	4 796 000	12 578 700
MLA 2 Fostering intercultural dialogue and engaging young women and men for peaceful and participatory societies	22 160 300		22 160 300	2 822 300	-	-	3 751 000	15 587 000	22 160 300
ER4 Youth-led action enabled, from local to global level, to address societal challenges and consolidate peace	9 411 100		9 411 100	1 356 100	-	-	861 000	7 194 000	9 411 100
ER5 Member States' commitments to the global agendas in favour of inclusive, sustainable and peaceful societies demonstrated through targeted advocacy campaigns and awareness-raising initiatives	12 749 200		12 749 200	1 466 200	-	-	2 890 000	8 393 000	12 749 200
Subtotal, Operational budget	49 764 100	-	49 764 100	7 264 100	-	-	18 519 000	23 981 000	49 764 100
Total, Major Programme III	49 764 100	19 351 100	69 115 200	26 615 200	-	-	18 519 000	23 981 000	69 115 200

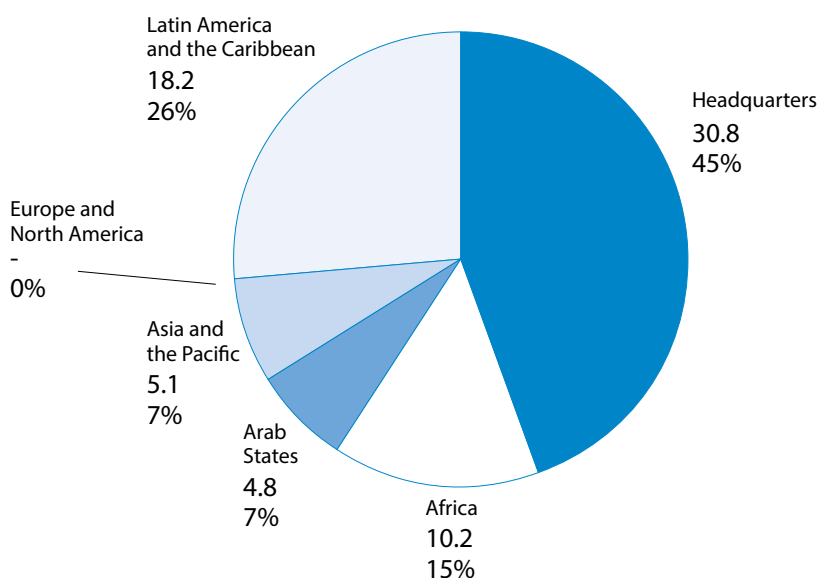
¹ The Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Total operational budget by expected result
Appropriated regular programme budget, Voluntary contributions and Gap
(Appropriated regular programme budget of \$534.6M)



Distribution of Total resources (staff and operational budget)
by Region and Headquarters
(Appropriated regular programme budget of \$534.6M)

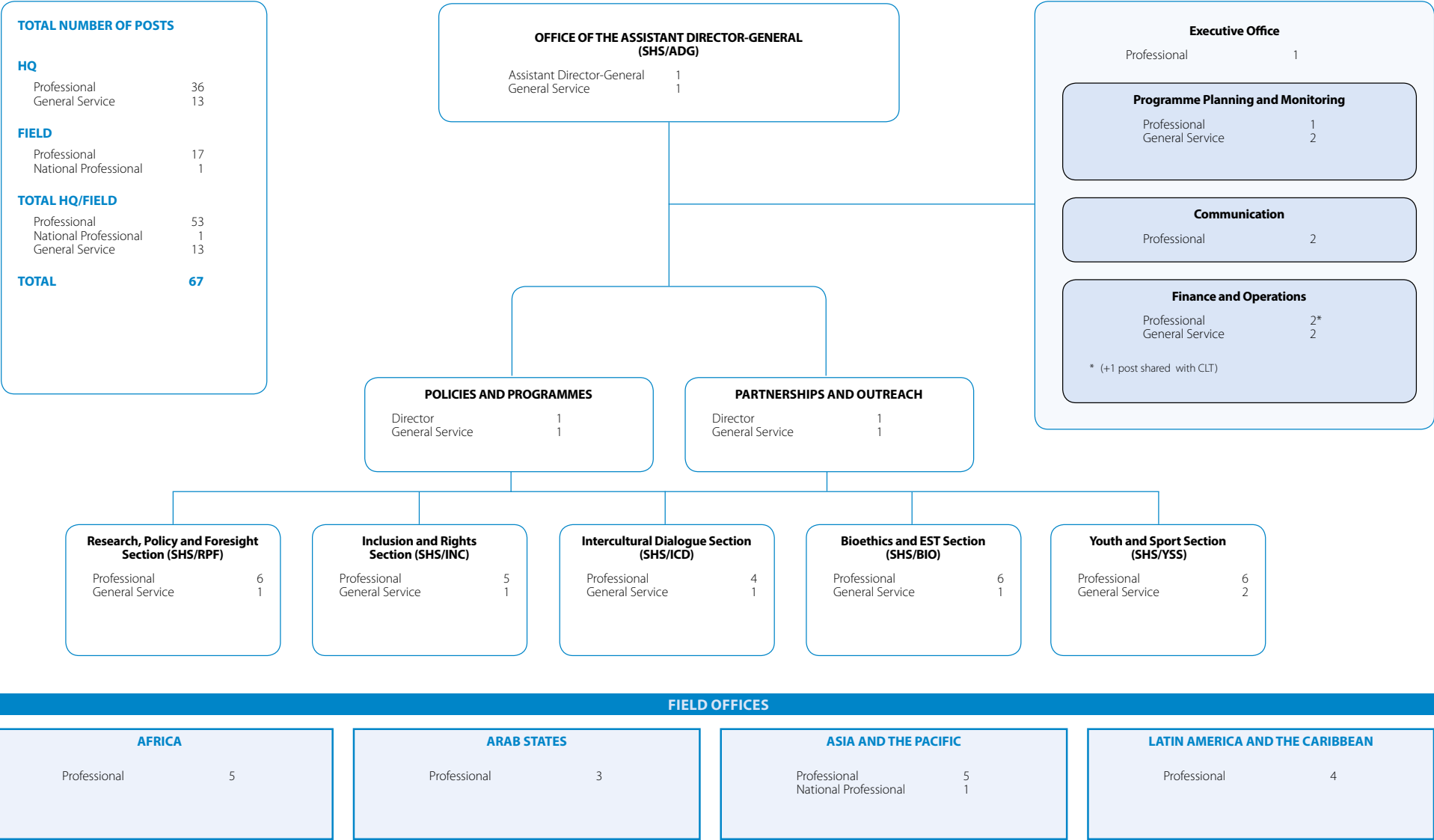
in \$M



Contribution to global priorities

	Priority Africa		Priority Gender Equality	
	\$	%	\$	%
Within total operational budget	\$8.3M	17%	\$9.8M	20%

SOCIAL AND HUMAN SCIENCES SECTOR (SHS)
ORGANIZATIONAL CHART (ESTABLISHED POSTS)
Integrated budget based on the Appropriated regular programme budget of all scenarios



Major Programme III

Social and human sciences

- 04001** In the context of the four-year programme contained in document 39 C/5, Major Programme III will pursue the implementation of the programme approved and the achievement of the related expected results by the end of 2021, which remain valid for the 2020-2021 biennium.
- 04002** Guided by programmatic continuity, the 2020-2021 biennium will provide an opportunity to consolidate further the activities of M III, in line with the Sustainable Development Goals of Agenda 2030 and the African Union's Agenda 2063.
- 04003** In view of the growing inequalities in the world and the challenge to manage contemporary social transformations, the 2020-2021 biennium presents an opportunity to reaffirm UNESCO's relevance to the social dimensions of the 2030 Agenda and the African Union's Agenda 2063, and to the targets on social inclusion, the eradication of extreme poverty, the reduction of inequalities, as well as inclusive and participatory decision-making. UNESCO will continue to support Member States to deliver on the goals set by the 2030 Agenda and the promise of "Leaving No One Behind" through bringing researchers and policy-makers, practitioners and stakeholders around evidence-based policies.
- 04004** In order to reaffirm UNESCO's mandate, role and responsibilities in the field of human rights, the Organization is currently updating its 2003 Strategy on Human Rights and the Integrated Strategy to Combat Racism, Discrimination, Xenophobia and Intolerance. The aim of this exercise is to develop a holistic vision of the role of UNESCO in the realization of human rights for all.
- 04005** Global reflections on the ethics of science and technology will take centre stage, particularly as concerns contemporary challenges surrounding gene editing and Artificial Intelligence (AI). These have enormous potential to resolve some of the greatest challenges facing the world: from deepening the impact of education; fighting against climate change and the prevention of natural disasters; widening the scope and strengthening the outcomes of scientific research; improving cybersecurity; facilitating the implementation of the Paris Agreement and achieving the SDGs. Since the effects of such technologies are transnational, durable solutions must also be global. UNESCO must serve as a laboratory of ideas, and capable of establishing new norms and standards to ensure that innovations in AI safeguard human dignity and promote peace and justice.
- 04006** UNESCO will redouble its efforts to foster youth engagement and leadership, in line with the 2030 Agenda and the newly adopted "Youth 2030 – UN Strategy on Youth". Under an intersectoral flagship initiative, UNESCO will promote the creation of dedicated youth spaces to build a vibrant community of practice that will showcase young people's capacity to address UNESCO's challenges.

Budget scenarios and related adjustments

- 04007** With the different regular programme budget scenarios, MP III would operate with a regular programme budget of US \$24.7 million in the \$507 million scenario; \$25.9 million in the \$518 million scenario, and \$26.6 million in the \$534.6 million scenario.
- 04008** Under the \$518 million scenario, MP III would maintain the same level of operations as compared to the 39 C/5. However, given the increase in staff costs, this is made possible by the abolition of one post and the re-profiling of two posts at Headquarters.
- 04009** Given the austerity of the budget ceilings and the need to strengthen operational activities, staff costs would be maintained at \$19.3 million under all scenarios. The additional funds under \$534.6 million scenario would be fully allocated to operational activities, particularly in favour of the global priorities, Africa and gender equality.
- 04010** Commitment to the two global priorities, Africa and gender equality, is reaffirmed in all regular programme budget scenarios. Across these scenarios, MP III maintains a high decentralization rate of the regular operational budget at 55%, with Africa receiving the greatest share. The \$534.6 million scenario would allow some increase in the purchasing power that would be devoted to reinforce the global priorities and expanding activities across the expected results.
- 04011** The \$507 million scenario would have significant impact on the programme. Taking into account the absorption of all statutory increases in staff costs or to inflation (increases in the prices of goods and services), the budget for activities would have to be cut by 20%, with an impact on all programme areas and across all the expected results.
- 04012** Building on the promising trends observed in the 2018-2019 biennium, MP III will continue to strengthen its resource mobilization efforts in favour of its programmes by revitalizing product lines, ensuring greater inter-/intra-sectorality and focusing on communication and outreach as a sector-wide priority. This should enable MP III to secure adequate funding to reach the programmatic targets set for the biennium for each of its expected results.

Main line of action 1: Mobilizing knowledge and embedding rights and ethics to foster and achieve social inclusion and equitable societies

1. Supporting public policy-making

Expected result 1: Public policy-making in Member States strengthened, based on scientific evidence, humanities-based knowledge, ethics and human rights frameworks¹

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Number of Member States and local governments which have used social and human sciences knowledge in the design of public policies, as reported in public policy documents adopted, official reports, reports on gender-responsive public policy measures	40	– At least 60 of which 10 in Africa, and 8 in SIDS and of which at least 50% are gender responsive	– At least 60 of which 10 in Africa, and 8 in SIDS and of which at least 50% are gender responsive	– At least 70 of which 12 in Africa, and 8 in SIDS and of which at least 50% are gender responsive
2. Number of Member States which have reported benefits of knowledge brokering in the social and human sciences, shown by reports on gender-responsive measures, and research/ action learning projects designed and implemented	20	– At least 50 of which 10 in Africa, and 6 in SIDS, of which at least 50% are gender responsive	– At least 50 of which 10 in Africa, and 6 in SIDS, of which at least 50% are gender responsive	– At least 60 of which 12 in Africa, and 6 in SIDS, of which at least 50% are gender responsive
3. Number of national and international public policy debates and agendas enriched by social and human science knowledge outputs and by gender equality considerations	1	– At least 3 regional debates of which 1 in Africa and 1 in SIDS	– At least 3 regional debates of which 1 in Africa and 1 in SIDS	– At least 3 regional debates of which 1 in Africa and 1 in SIDS

¹ Baselines will be further adjusted at the end of 2019.

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
4. Number of Member States engaged in research policy initiatives in response to UNESCO-promoted agendas to foster innovative transdisciplinary paradigms in the social and human sciences, measured by reports on documented policy responses	10			

2. Developing national capacities

Expected result 2: National institutional and human capacities strengthened at all levels to generate, manage and apply knowledge for inclusive, equitable development that is based on ethical values and human rights

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Number of countries with strengthened stakeholders' capacities to apply relevant UNESCO and UN normative frameworks and recommendations	31	– At least 20 of which 8 in Africa and 2 in SIDS	– At least 20 of which 8 in Africa and 2 in SIDS	– At least 22 of which 10 in Africa and 2 in SIDS
2. Number of countries with strengthened educational, research systems, institutional mechanisms and models, as well as human capacities, to domestically generate and apply knowledge	20	– At least 45 of which 15 in Africa and 5 in SIDS	– At least 45 of which 15 in Africa and 5 in SIDS	– At least 50 of which 17 in Africa and 5 in SIDS
3. Number of new or improved capacity-building networks created, and gender responsive tools and training courses developed and used/implemented	15	– At least 18 of which 4 for Africa and 1 for SIDS	– At least 18 of which 4 for Africa and 1 for SIDS	– At least 18 of which 4 for Africa and 1 for SIDS

Main line of action 2: Fostering intercultural dialogue and engaging young women and men for peaceful and participatory societies

3. Fostering youth-led action

Expected result 3: Youth-led action enabled, from local to global, to address societal challenges and consolidate peace

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Number of initiatives developed by youth, both women and men, their organizations or networks to address societal challenges and consolidate peace	10	– 10 of which 2 in Africa or in SIDS	– 10 of which 2 in Africa or in SIDS	– 12 of which 2 in Africa or in SIDS
2. Number of countries where youth are meaningfully engaged through UNESCO-led initiatives	20	– 10 of which 1 in Africa or in SIDS, in a gender-responsive manner	– 10 of which 1 in Africa or in SIDS, in a gender-responsive manner	– 10 of which 1 in Africa or in SIDS, in a gender-responsive manner

4. Global advocacy in favour of inclusive, sustainable and peaceful societies

Expected result 4: Member States' commitments to the global agendas in favour of inclusive, sustainable and peaceful societies demonstrated through targeted advocacy campaigns and awareness-raising initiatives

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Number of advocacy and awareness raising initiatives carried out in collaboration with Member States and relevant stakeholders and with the full participation of women and youth to leverage commitments and actions in favour of inclusion, peace and human rights	15	– 18 of which 4 in Africa and 1 in SIDS	– 18 of which 4 in Africa and 1 in SIDS	– 20 of which 5 in Africa and 1 in SIDS

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
2. Number of collaborative alliances and operational partnerships to leverage social and human sciences soft power	15	– Existing alliances and operational partnerships mobilized and 4 new ones established, of which 1 in Africa	– Existing alliances and operational partnerships mobilized and 4 new ones established, of which 1 in Africa	– Existing alliances and operational partnerships mobilized and 4 new ones established, of which 1 in Africa
3. Member States report to UNESCO on their initiatives promoting common heritage, shared histories and values, and the IDRC	20%	– Reports received by 70% of Member States	– Reports received by 70% of Member States	– Reports received by 70% of Member States

The background of the slide is a solid blue color. In the lower half, there is a stylized illustration of water. It features a series of white, wavy lines representing the surface of the water. Scattered throughout the water are numerous small, white circles of varying sizes, representing bubbles. The overall effect is a clean, modern, and aquatic-themed background.

MP IV

Culture

Major Programme IV

Culture

CLT – 1 Integrated budget based on the Appropriated regular programme budget of \$507 million

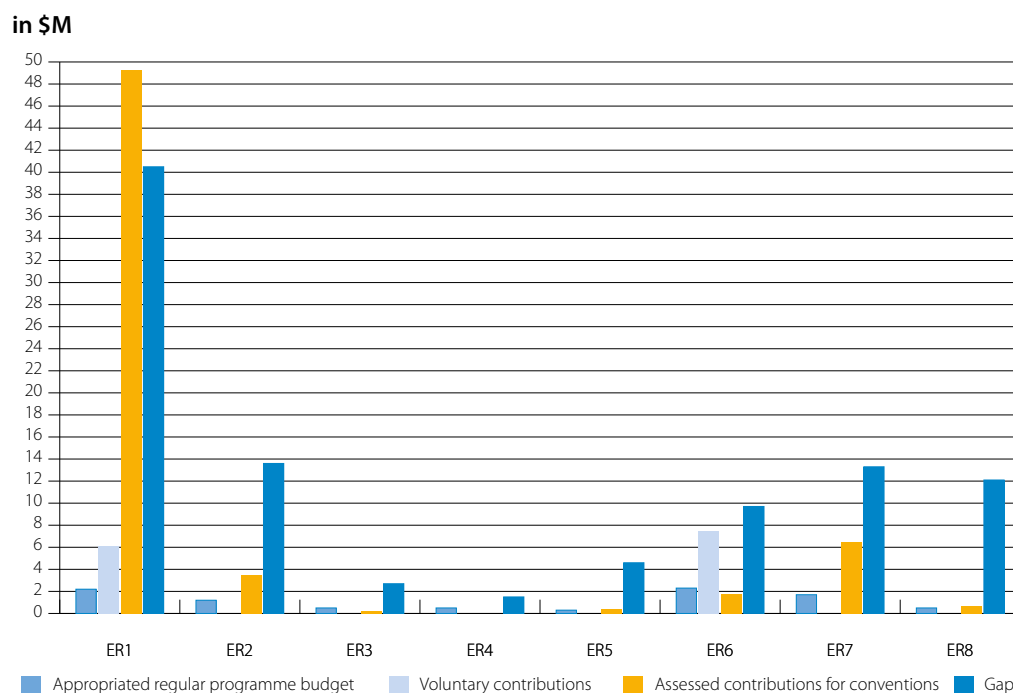
Main line of action / Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds						
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$507M	Special account for management costs	Revenue generating funds	Assessed contributions for Conventions	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Staff budget (established posts)		35 839 100	35 839 100	35 839 100	–	–	–	–	–	35 839 100
Operational budget										
MLA 1 Protecting, conserving, promoting and transmitting culture and heritage for dialogue and development	127 003 900		127 003 900	4 534 200	–	–	6 084 800	53 442 700	62 942 200	127 003 900
ER1 Tangible heritage identified, protected, monitored and sustainably managed by Member States, in particular through the effective implementation of the 1972 Convention	98 087 700		98 087 700	2 163 300	–	–	6 084 800	49 346 200	40 493 400	98 087 700
ER2 Illicit import, export and transfer of cultural property combatted by Member States, in particular through the effective implementation of the 1970 Convention and the works of the ICPRPC and the role of the museums enhanced by stakeholders implementing the UNESCO 2015 Recommendation on museums and collections	18 258 500		18 258 500	1 167 200	–	–	–	3 477 200	13 614 100	18 258 500
ER3 Protection of cultural property improved by Member States, in particular through the wide ratification and effective implementation of the 1954 Convention and its two Protocols (1954 and 1999)	3 346 000		3 346 000	456 000	–	–	–	200 000	2 690 000	3 346 000
ER4 Underwater cultural heritage identified, protected and sustainably managed by Member States, in particular through the wide ratification and effective implementation of the 2001 Convention	1 957 400		1 957 400	456 400	–	–	–	–	1 501 000	1 957 400
ER5 Culture protected and cultural pluralism promoted in emergencies through better preparedness and response, in particular through the effective implementation of UNESCO's cultural standard-setting instruments	5 354 300		5 354 300	291 300	–	–	–	419 300	4 643 700	5 354 300

¹ The Appropriated regular programme budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

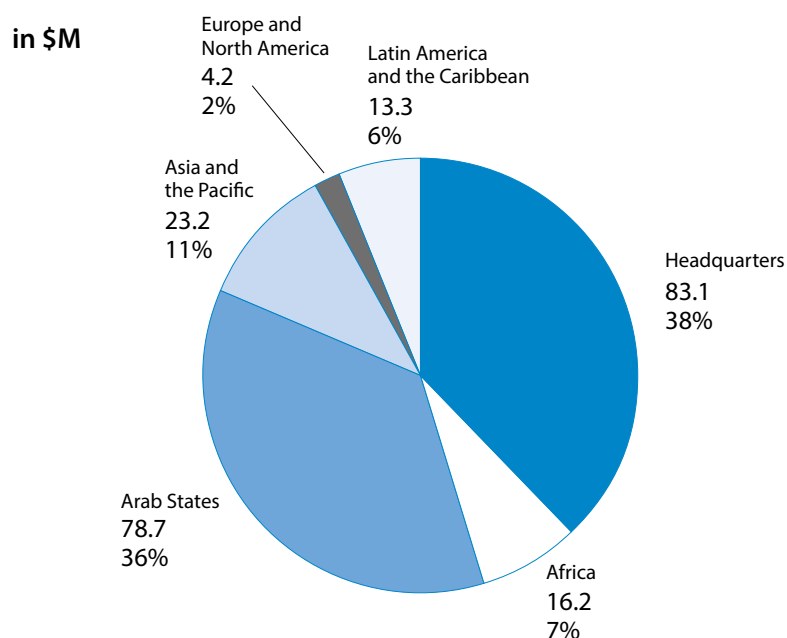
Main line of action / Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds						
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$507M	Special account for management costs	Revenue generating funds	Assessed contributions for Conventions	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
MLA 2 Fostering creativity and the diversity of cultural expressions, as well as the safeguarding of intangible cultural heritage for sustainable development	56 040 100		56 040 100	4 498 000	–	–	7 466 300	8 912 200	35 163 600	56 040 100
ER6 Intangible cultural heritage identified and safeguarded by Member States and communities, in particular through the effective implementation of the 2003 Convention	21 233 200		21 233 200	2 258 000	–	–	7 466 300	1 767 600	9 741 300	21 233 200
ER7 Policies and measures to promote the diversity of cultural expressions designed and implemented by Member States, in particular through the effective implementation of the 2005 Convention	21 500 800		21 500 800	1 743 200	–	–	–	6 471 500	13 286 100	21 500 800
ER8 The enabling contribution of culture to the SDGs promoted, demonstrated and strengthened, in particular through its integration in country-level development frameworks, strategies and programmes, and effective streamlining of the SDGs across the implementation of cultural policies and frameworks, including Conventions and Recommendations.	13 306 100		13 306 100	496 800	–	–	–	673 100	12 136 200	13 306 100
Subtotal, Operational budget	183 044 000	–	183 044 000	9 032 200	–	–	13 551 100	62 354 900	98 105 800	183 044 000
Total, Major Programme IV	183 044 000	35 839 100	218 883 100	44 871 300	–	–	13 551 100	62 354 900	98 105 800	218 883 100

¹ The Appropriated regular programme budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Total operational budget by expected result
Appropriated regular programme budget, Voluntary contributions and Gap
(Appropriated regular programme budget of \$507M)



Distribution of total resources (staff and operational budget)
by Region and Headquarters
(Appropriated regular programme budget of \$507M)



Contribution to global priorities

	Priority Africa		Priority Gender Equality	
	\$	%	\$	%
Within total operational budget	\$22.8M	12%	\$7.6M	4%

CLT – 1 Integrated budget based on the Appropriated regular programme budget of \$518 million/\$523.6 million

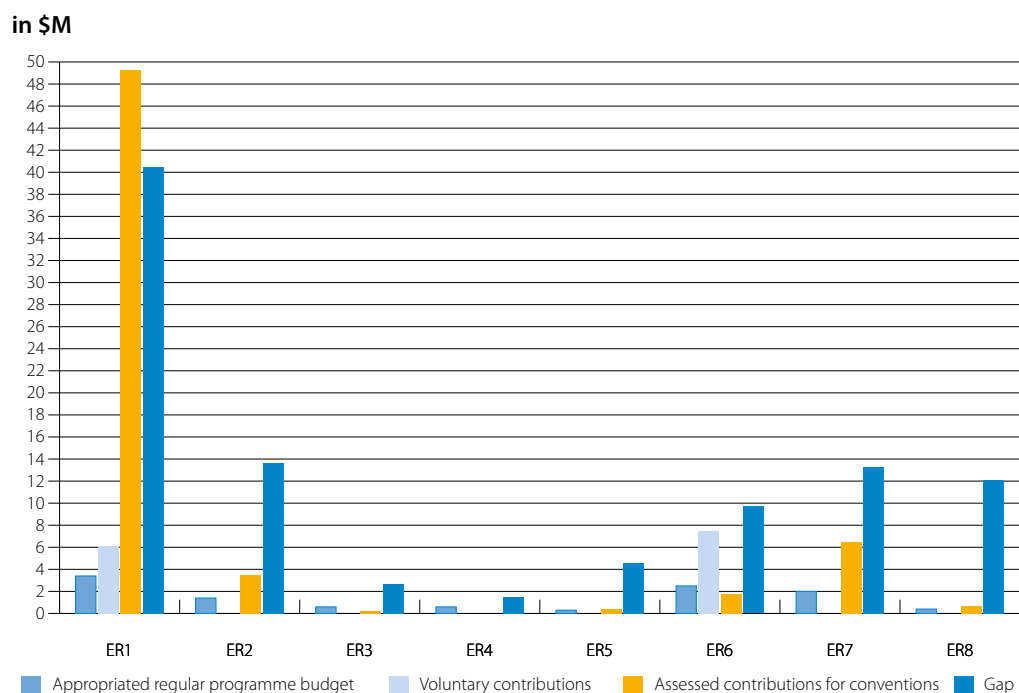
Main line of action / Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds						Total
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$518M/ 523.6M	Special account for management costs	Revenue generating funds	Assessed contributions for Conventions	Voluntary Contributions	Gap	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Staff budget (established posts)		35 839 100	35 839 100	35 839 100	-	-	-	-	-	35 839 100
Operational budget										
MLA 1 Protecting, conserving, promoting and transmitting culture and heritage for dialogue and development	128 693 300		128 693 300	6 223 600	-	-	6 084 800	53 442 700	62 942 200	128 693 300
ER1 Tangible heritage identified, protected, monitored and sustainably managed by Member States, in particular through the effective implementation of the 1972 Convention	99 339 800		99 339 800	3 415 400	-	-	6 084 800	49 346 200	40 493 400	99 339 800
ER2 Illicit import, export and transfer of cultural property combatted by Member States, in particular through the effective implementation of the 1970 Convention and the works of the ICPRCP and the role of the museums enhanced by stakeholders implementing the UNESCO 2015 Recommendation on museums and collections	18 506 700		18 506 700	1 415 400	-	-	-	3 477 200	13 614 100	18 506 700
ER3 Protection of cultural property improved by Member States, in particular through the wide ratification and effective implementation of the 1954 Convention and its two Protocols (1954 and 1999)	3 454 700		3 454 700	564 700	-	-	-	200 000	2 690 000	3 454 700
ER4 Underwater cultural heritage identified, protected and sustainably managed by Member States, in particular through the wide ratification and effective implementation of the 2001 Convention	2 066 200		2 066 200	565 200	-	-	-	-	1 501 000	2 066 200
ER5 Culture protected and cultural pluralism promoted in emergencies through better preparedness and response, in particular through the effective implementation of UNESCO's cultural standard-setting instruments	5 325 900		5 325 900	262 900	-	-	-	419 300	4 643 700	5 325 900

1 Under the \$518M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds. Under the \$523.6M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

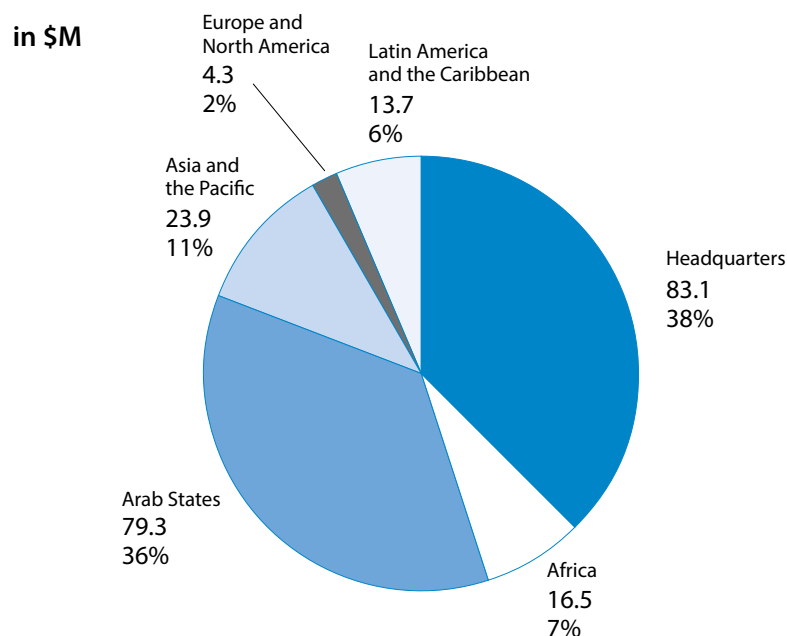
Main line of action / Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds						
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$518M/ 523.6M	Special account for management costs	Revenue generating funds	Assessed contributions for Conventions	Voluntary Contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
MLA 2 Fostering creativity and the diversity of cultural expressions, as well as the safeguarding of intangible cultural heritage for sustainable development	56 504 400		56 504 400	4 962 300	-	-	7 466 300	8 912 200	35 163 600	56 504 400
ER6 Intangible cultural heritage identified and safeguarded by Member States and communities, in particular through the effective implementation of the 2003 Convention	21 493 300		21 493 300	2 518 100	-	-	7 466 300	1 767 600	9 741 300	21 493 300
ER7 Policies and measures to promote the diversity of cultural expressions designed and implemented by Member States, in particular through the effective implementation of the 2005 Convention	21 771 100		21 771 100	2 013 500	-	-	-	6 471 500	13 286 100	21 771 100
ER8 The enabling contribution of culture to the SDGs promoted, demonstrated and strengthened, in particular through its integration in country-level development frameworks, strategies and programmes, and effective streamlining of the SDGs across the implementation of cultural policies and frameworks, including Conventions and Recommendations.	13 240 000		13 240 000	430 700	-	-	-	673 100	12 136 200	13 240 000
Subtotal, Operational budget	185 197 700	-	185 197 700	11 185 900	-	-	13 551 100	62 354 900	98 105 800	185 197 700
Total, Major Programme IV	185 197 700	35 839 100	221 036 800	47 025 000	-	-	13 551 100	62 354 900	98 105 800	221 036 800

¹ Under the \$518M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds. Under the \$523.6M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Total operational budget by expected result Appropriated regular programme budget, Voluntary contributions and Gap (Appropriated regular programme budget of \$518M)



Distribution of total resources (staff and operational budget) by Region and Headquarters (Appropriated regular programme budget of \$518M)



Contribution to global priorities

	Priority Africa		Priority Gender Equality	
	\$	%	\$	%
Within total operational budget	\$22.8M	12%	\$7.6M	4%

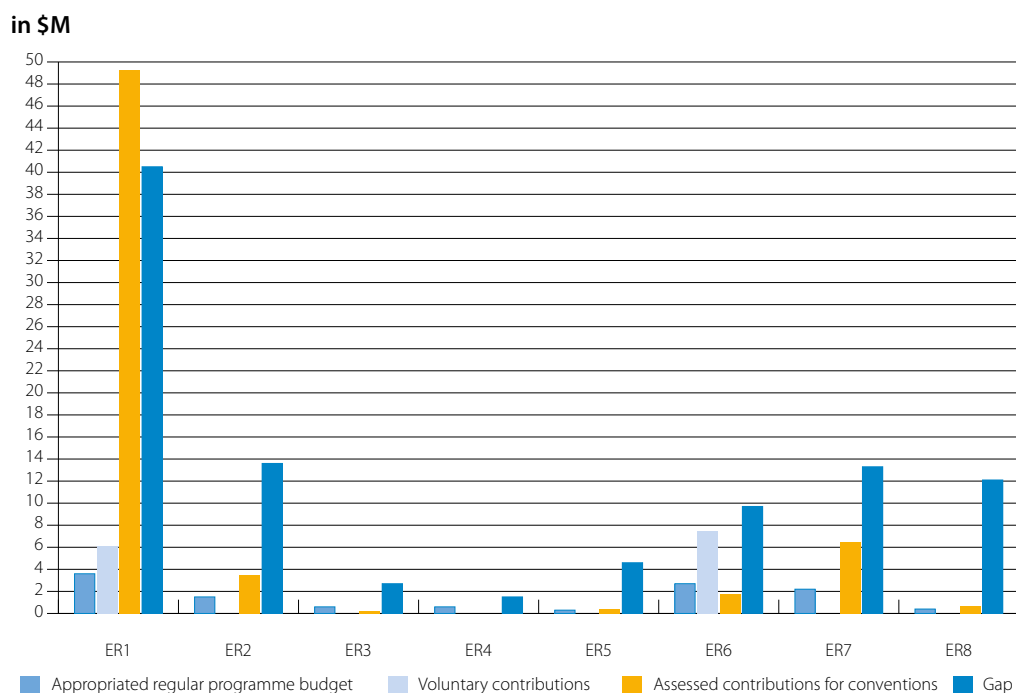
CLT – 1 Integrated budget based on the Appropriated regular programme budget of \$534.6 million

Main line of action / Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds						Total
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for management costs	Revenue generating funds	Assessed contributions for Conventions	Voluntary contributions	Gap	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Staff budget (established posts)		35 839 100	35 839 100	35 839 100	-	-	-	-	-	35 839 100
Operational budget										
MLA 1 Protecting, conserving, promoting and transmitting culture and heritage for dialogue and development	128 993 400		128 993 400	6 523 700	-	-	6 084 800	53 442 700	62 942 200	128 993 400
ER1 Tangible heritage identified, protected, monitored and sustainably managed by Member States, in particular through the effective implementation of the 1972 Convention	99 527 800		99 527 800	3 603 400	-	-	6 084 800	49 346 200	40 493 400	99 527 800
ER2 Illicit import, export and transfer of cultural property combatted by Member States, in particular through the effective implementation of the 1970 Convention and the works of the ICPRPC and the role of the museums enhanced by stakeholders implementing the UNESCO 2015 Recommendation on museums and collections	18 545 300		18 545 300	1 454 000	-	-	-	3 477 200	13 614 100	18 545 300
ER3 Protection of cultural property improved by Member States, in particular through the wide ratification and effective implementation of the 1954 Convention and its two Protocols (1954 and 1999)	3 490 500		3 490 500	600 500	-	-	-	200 000	2 690 000	3 490 500
ER4 Underwater cultural heritage identified, protected and sustainably managed by Member States, in particular through the wide ratification and effective implementation of the 2001 Convention	2 096 000		2 096 000	595 000	-	-	-	-	1 501 000	2 096 000
ER5 Culture protected and cultural pluralism promoted in emergencies through better preparedness and response, in particular through the effective implementation of UNESCO's cultural standard-setting instruments	5 333 800		5 333 800	270 800	-	-	-	419 300	4 643 700	5 333 800
MLA 2 Fostering creativity and the diversity of cultural expressions, as well as the safeguarding of intangible cultural heritage for sustainable development	56 794 100		56 794 100	5 252 000	-	-	7 466 300	8 912 200	35 163 600	56 794 100
ER6 Intangible cultural heritage identified and safeguarded by Member States and communities, in particular through the effective implementation of the 2003 Convention	21 636 500		21 636 500	2 661 300	-	-	7 466 300	1 767 600	9 741 300	21 636 500

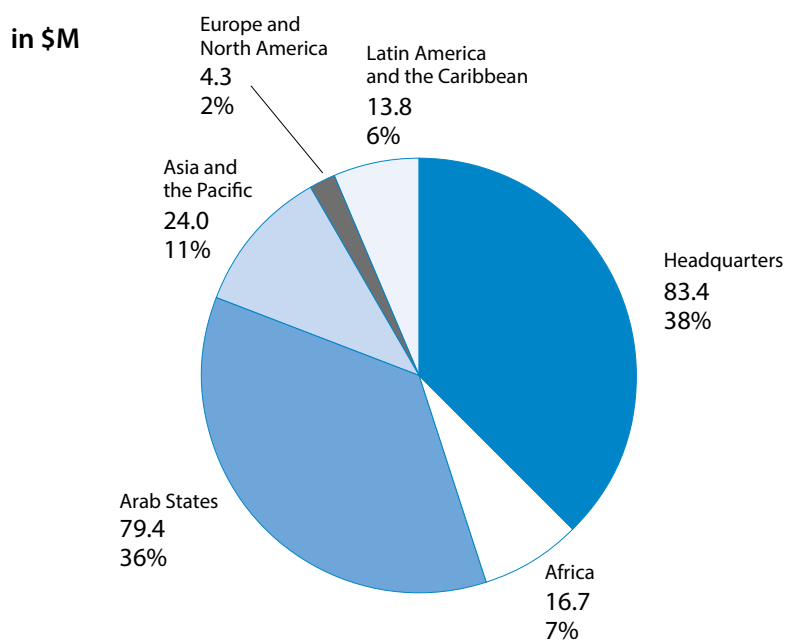
¹ The Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Main line of action / Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds						
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for management costs	Revenue generating funds	Assessed contributions for Conventions	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ER7 Policies and measures to promote the diversity of cultural expressions designed and implemented by Member States, in particular through the effective implementation of the 2005 Convention	21 947 900		21 947 900	2 190 300	-	-	-	6 471 500	13 286 100	21 947 900
ER8 The enabling contribution of culture to the SDGs promoted, demonstrated and strengthened, in particular through its integration in country-level development frameworks, strategies and programmes, and effective streamlining of the SDGs across the implementation of cultural policies and frameworks, including Conventions and Recommendations.	13 209 700		13 209 700	400 400	-	-	-	673 100	12 136 200	13 209 700
Subtotal, Operational budget	185 787 500	-	185 787 500	11 775 700	-	-	13 551 100	62 354 900	98 105 800	185 787 500
Total, Major Programme IV	185 787 500	35 839 100	221 626 600	47 614 800	-	-	13 551 100	62 354 900	98 105 800	221 626 600

Total operational budget by expected result
Appropriated regular programme budget, Voluntary contributions and Gap
(Appropriated regular programme budget of \$534.6M)



Distribution of total resources (staff and operational budget)
by Region and Headquarters
(Appropriated regular programme budget of \$534.6M)



Contribution to global priorities

	Priority Africa		Priority Gender Equality	
	\$	%	\$	%
Within total operational budget	\$22.8M	12%	\$7.6M	4%

CULTURE SECTOR (CLT)

ORGANIZATIONAL CHART (ESTABLISHED POSTS)

Integrated budget based on the Appropriated regular programme budget of all scenarios

TOTAL NUMBER OF POSTS

HQ

Professional	60
General Service	37

FIELD

Professional	25
National Professional	23
General Service	2

TOTAL 147

OFFICE OF THE ASSISTANT DIRECTOR-GENERAL (ADG/CLT)

Assistant Director-General	1
General Service	1

Executive Office (CLT/EO)

Professional	7*
General Service	6

* (of which 1 post shared with SHS)

Partnerships, Communication and Meetings (CLT/PCM)

Professional	2
General Service	8

World Heritage Centre (CLT/WHC)

*1972 Convention
2011 Recommendation on the
Historic Urban Landscape*

Director	2
Professional	18
General Service	9

Culture and Emergencies (CLT/CEM)

*1954 Convention & its 2 Protocols
1970 Convention and ICPRCP
2001 Convention
2015 Recommendation
Emergency Preparedness & Response*

Director	1
Professional	11
General Service	5

Cultural Policies and Development (CLT/CPD)

*Agenda 2030
Creative Cities Network
International Fund for the
Promotion of Culture*

Director	1
Professional	2
General Service	2

Diversity of Cultural Expressions (CLT/DCE)

*2005 Convention
1952 Universal Copyright Convention
1980 Recommendation on the Status
of the Artist*

Professional	7
General Service	2

Living Heritage (CLT/LHE)

2003 Convention

Professional	8
General Service	4

FIELD OFFICES

AFRICA

Professional	6
National Professional	15

ARAB STATES

Professional	6
National Professional	1

ASIA AND THE PACIFIC

Professional	7
National Professional	6
General Service	1

LATIN AMERICA AND THE CARIBBEAN

Professional	5
National Professional	1

EUROPE AND NORTH AMERICA

Professional	1
General Service	1

Major Programme IV

Culture

- 05001** The Culture Sector is proposing adjustments aimed at sharpening its work on the 2030 Agenda and better reflecting the complementarity between the normative work undertaken through the Culture Conventions at the global level with the need for integrated programmes at country level.
- 05002** An innovative cross-cutting approach to programme implementation (under Expected Result 8) was included in the Approved 39 C/5 to support a culture-engaged implementation of the 2030 Agenda. Drawing from the experience gained during the 39 C/5, it is proposed to adjust it in the draft 40 C/5 to better capture, (i) the work done by Member States, with support from the Secretariat, to implement the SDGs using cultural policies and frameworks, including the UNESCO Conventions and Recommendations, and, (ii) the initiatives undertaken to promote the cross-cutting role of culture for sustainable development. In pursuing these two inter-related objectives, particular attention will be given to the work undertaken at country level.
- 05003** In parallel, the Secretariat will engage with the Conventions' governing bodies in a regular review of how their work supports the implementation of the 2030 Agenda. These efforts, in which Member States would be called to play a lead role, would be complemented by the work of the proposed Forum of Ministers of Culture. The Forum's objective would be to review and inform cultural policy-making, which is key for achieving the SDGs. Particular focus would be placed on the creative economy, which holds considerable potential for economic growth, in particular in cities, and on the cross-cutting importance of culture in a number of other areas, such as education, biodiversity and many more.
- 05004** Heritage education initiatives will be maintained, notably the World Heritage Education Programme (Youth Forums, Volunteers Action Camps and World Heritage in Young Hands) and the integration of intangible cultural heritage in formal and non-formal education initiated during the 39 C/5, in pursuit of SDG Target 4.7 on the appreciation of cultural diversity. In addition, cooperation with the Education Sector will be enhanced with a view to resuming work on arts education, as a means of fostering creativity and innovation, and developing joint action on professional and vocational education.
- 05005** Finally, the Culture Sector is proposing to scale up work related to indigenous peoples, in line with UNESCO's policy on engaging with indigenous peoples, and building on the momentum of the 2019 International Year of Indigenous Languages. The Secretariat will deepen the involvement of indigenous peoples in World Heritage conservation and management and in the safeguarding of living heritage. In this regard, integrated systems for promoting and supporting the protection of traditional knowledge systems will be developed by the 1972 World Heritage and 2003 Intangible Cultural Heritage Conventions, in cooperation with the Education and the Natural Sciences Sectors. Efforts will also be undertaken to promote

contemporary cultural expressions of indigenous peoples through the 2005 Diversity of Cultural Expressions Convention.

- 05006** The proposed programmatic adjustments would require additional funding from voluntary contributions, in particular as concerns arts education, indigenous peoples and the holding of the Forum of Ministers of Culture.
- 05007** Major Programme IV will operate with a regular programme budget of \$47 million and \$47.6 million under the \$518 million and \$534.6 million scenarios respectively. Taking into account the revised standard staff costs to be applied from 2020, staff costs will increase to \$35.8 million, compared to \$34.4 in the Approved 39 C/5. Staff costs will be maintained at the same level for all budget scenarios for 2020-2021.
- 05008** The remaining funds, i.e. \$11.2 million under the **\$518 million (or \$523.6 million) regular budget scenario** will be devoted to programme activities. While this is equivalent in cash terms to the operational budget for the current biennium (2018-2019), it will prevent investment in areas where it would be desirable, including work on emergencies and operational projects in the field.
- 05009** For reasons explained in previous biennia, \$8.4 million or 75% of the total operational budget is retained at HQ in order to finance incompressible statutory processes related to the implementation and governance of the six Conventions under the purview of the Culture Sector (maintained at current rate of \$5.8 million), as well as the Sector's contribution to common corporate services, including evaluations, communication, staff training and development, as well as support for Field Offices' participation in United Nations common country programming exercises.
- 05010** This leaves only \$2.8 million to decentralize to field offices for operational activities at country level, equivalent to a reduction of 17% from the regular budget currently decentralized under the 39 C/5 (equal to \$3.4 million). This will have a damaging effect, especially in those offices where existing levels of voluntary contributions are low and/or in cluster offices serving a large number of Member States, for example in Africa and Latin America and the Caribbean where the voluntary contributions in hand for 2020-2021 amount to only \$0.4 million and \$1.2 million respectively.
- 05011** Under the **\$534.6 million scenario**, the budget available for activities (\$11.8 million) would permit the Sector to maintain existing – but still insufficient – levels of decentralization to field offices. The consequence is that many of the offices would continue to have limited capacities to support Member States and to mobilize the voluntary contributions that are so vital for scaling up operations at country level in priority areas, particularly in terms of the two global priorities, as well as for the two priority target groups, youth and SIDS.
- 05012** Under the **\$507 million scenario**, Major Programme IV will operate with a regular programme budget of \$44.9 million. With staff costs maintained at \$35.8 million, and taking into account the incompressible nature of HQ activities funded by core, regular programme resources, the Culture Sector would have only \$0.9 million to decentralize to field offices in 2020-2021. By way of example, this amount is equivalent to only a portion (=66%) of the operational budget decentralized to Africa alone in the current biennium (2018-2019).
- 05013** With priority given to Africa, no regular programme funds would be available to decentralize to offices in the other regions, e.g. Arab States, Latin America and the Caribbean, Asia and the Pacific or Europe.

Main line of action 1: Protecting, conserving, promoting and transmitting culture and heritage for dialogue and development

Protecting tangible heritage (1972 World Heritage Convention and 2011 Historic Urban Landscape Recommendation)

Expected result 1: Tangible heritage identified, protected, monitored and sustainably managed by Member States, in particular through the effective implementation of the 1972 Convention¹

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. <u>Sound governance exercised through the adoption and implementation of strategic resolutions/decisions of the governing bodies of the 1972 Convention, including commitment towards the SDGs</u>	Partially	– Yes	– Yes	– Yes
2. Number of World Heritage properties where the conservation and management capacities are enhanced, including in collaboration with category 2 institutes and centres	119 of which 38 in Africa and 8 SIDS	– 120 of which 41 in Africa and 10 SIDS	– 120 of which 40 in Africa and 10 in SIDS	– 124 of which 42 in Africa and 11 in SIDS
3. Number of civil society stakeholders, including young people, indigenous peoples and women, contributing to the conservation of World Heritage properties and to World Heritage education within the framework of UNESCO- related projects and initiatives	2,100 of which 400 in Africa and 40 SIDS	– 2,200 of which 460 in Africa and 60 SIDS	– 2,200 of which 460 in Africa and 60 in SIDS	– 2,270 of which 475 in Africa and 62 in SIDS

¹ For all C/5 expected results and related performance indicators, please see complementary information at the end of the Major Programme IV Chapter. Adjustments (compared to 39 C/5 Approved) are underlined. Baselines will be further adjusted at the end of 2019.

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
4. Number of World Heritage properties where the SDGs and/or the World Heritage Sustainable Development policy are mainstreamed in the conservation and management	89 of which 27 in Africa and 4 SIDS	– 100 of which 30 in Africa and 5 SIDS	– 100 of which 30 in Africa and 5 in SIDS	– 103 of which 31 in Africa and 6 in SIDS
5. Number of States Parties which develop new or revised Tentative Lists and percentage of nomination dossiers in conformity with prescribed requirements	(B1): 50 of which 3 in Africa and 3 SIDS (B2): and 81% of which 7% in Africa and 2% SIDS	– (T1): 50 of which 10 in Africa and 4 SIDS – (T2): and 80% of which 10% in Africa and 2% SIDS	– (T1): 50 of which 10 in Africa and 4 SIDS – (T2): and 80% of which 10% in Africa and 2% SIDS	– (T1): 52 of which 10 in Africa and 5 in SIDS – (T2): and 82% of which 15% in Africa and 3% in SIDS

Combatting illicit import, export and transfer of cultural property (1970 Convention) and UNESCO 2015 Recommendation on museums and collections

Expected result 2: Illicit import, export and transfer of cultural property combatted by Member States, in particular through the effective implementation of the 1970 Convention and the works of the Intergovernmental Committee for Promoting the Return of Cultural Property to its Countries of Origin or its Restitution in Case of Illicit Appropriation and the role of the museums enhanced by stakeholders implementing the UNESCO 2015 Recommendation on museums and collections

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Sound governance exercised through the implementation of strategic resolutions/decisions of the governing bodies of the 1970 Convention and the Return and Restitution Committee, <u>including commitments towards the SDGs</u>	Yes	– Yes	– Yes	– -Yes

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
2. Number of States Parties to the 1970 Convention increased, in particular in the Caribbean, East Africa, South East Asia and the Pacific	134 of which 30 in Africa and 8 SIDS	– 145 of which 33 in Africa and 12 SIDS*	– 145 of which 33 in Africa and 12 SIDS*	– 146 of which 33 in Africa and 12 SIDS*
3. Number of quadrennial reports submitted in line with the key aspects of the implementation of the Convention, providing evidence towards SDGs targets attainment	58 of which 4 in Africa	– 70 of which 8 in Africa and 5 SIDS	– 70 of which 8 in Africa and 5 SIDS	– 72 of which 8 in Africa and 5 SIDS
4. Number of successful cases of return and restitution of cultural property, including objects from countries in emergency situation and those cases relating to the financing of terrorism in coordination with partner organizations and the art market, in line with SDG 16 target 4	Not applicable	– 14 of which 3 countries in an emergency situation	– 14 of which 3 countries in an emergency situation	– 16 of which 3 countries in an emergency situation
5. Number of initiatives undertaken by supported stakeholders which have enhanced and promoted the roles of museums in achieving SDGs, and <u>in particular</u> in reflecting the 2015 Recommendation concerning the protection and promotion of museums and collections, their diversity and their role in society	Not applicable	– 30 of which 7 in Africa and 2 SIDS	– 30 of which 7 in Africa and 2 SIDS	– 32 of which 7 in Africa and 2 SIDS

*Target(s) are cumulative, i.e. the value is calculated by adding to the baselines what is expected to be achieved by the end of 2019.

Protecting cultural property in the event of an armed conflict (1954 Convention and its two Protocols (1954 and 1999))

Expected result 3: Protection of cultural property improved by Member States, in particular through the wide ratification and effective implementation of the 1954 Convention and its two Protocols (1954 and 1999)

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Sound governance exercised through the implementation of strategic resolutions/decisions of the governing bodies of the 1954 Convention and its 1999 Second Protocol, <u>including commitments towards the SDGs</u>	Yes	– Yes	– Yes	– Yes
2. Number of States Parties to the 1954 Convention and its two Protocols (1954 and 1999) increased, in particular in Africa and in countries involved in armed conflict	(B1): 1954 Hague Convention: 129 of which 26 in Africa and 4 SIDS (B2): First Protocol: 107 of which 14 in Africa and 3 SIDS (B3): Second Protocol: 73 of which 8 in Africa and 2 SIDS	– (T1): 1954 Hague Convention: 138 of which 30 in Africa and 5 SIDS* – (T2): First Protocol: 110 of which 16 in Africa and 3 SIDS* – (T3): Second Protocol: 83 of which 12 in Africa and 2 SIDS*	– (T1): 1954 Hague Convention: 142 of which 30 in Africa and 5 SIDS* – (T2): First Protocol: 112 of which 16 in Africa and 3 SIDS* – (T3): Second Protocol: 88 of which 14 in Africa and 2 SIDS*	– (T1): 1954 Hague Convention: 144 of which 32 in Africa and 5 SIDS* – (T2): First Protocol: 114 of which 17 in Africa and 3 SIDS* – (T3): Second Protocol: 90 of which 15 in Africa and 2 SIDS*
3. Number of national reports submitted on the implementation of the 1954 Hague Convention and its two Protocols (1954 and 1999)	38 of which 1 in Africa	– 10 of which 5 in Africa	– 40 of which 5 in Africa	– 50 of which 5 in Africa
4. Number of States Parties who have effectively implemented international or other categories of assistance under the 1999 Second Protocol	7 of which 1 in Africa	– 9 of which 1 in Africa	– 5 of which 2 in Africa	– 5 of which 2 in Africa

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
5. Number of supported stakeholders which have contributed to protection and awareness-raising, including to elements of the Strategy for Reinforcing UNESCO's Action for the Protection of Culture and the Promotion of Cultural Pluralism in the Event of Armed Conflict	9 of which 7 in Africa	– 8 of which 4 in Africa and 1 SIDS	– 8 of which 4 in Africa and 1 SIDS	– 11 of which 4 in Africa and 1 SIDS

*Target(s) are cumulative, i.e. the value is calculated by adding to the baselines what is expected to be achieved by the end of 2019.

Protecting underwater cultural heritage (2001 Convention)

The only notable change under this Expected Result is the proposed deletion of Performance Indicator 5 that dealt with the adoption of measures by Member States to implement the SDGs. This would now be addressed through the proposed adjustment of Performance Indicator 1 that would aim to monitor the adoption and implementation of decisions and resolutions by the Convention's governing bodies and assess to what extent they contribute to implementing the SDGs.

Expected result 4: Underwater cultural heritage identified, protected and sustainably managed by Member States, in particular through the wide ratification and effective implementation of the 2001 Convention

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Sound governance exercised through the implementation of strategic resolutions/ decisions of the governing bodies of the 2001 Convention, <u>including commitments towards the SDGs</u>	Yes	– Yes	– Yes	– Yes
2. Number of States Parties to the 2001 Convention increased, in particular in Africa and in SIDS	58 of which 10 in Africa and 10 SIDS	– 61 of which 12 in Africa and 11 SIDS*	– 65 of which 14 in Africa and 12 SIDS*	– 67 of which 15 in Africa and 12 SIDS*

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
3. Number of supported Member States which have taken steps towards designing or updating policies to protect underwater heritage towards the achievement of the objectives of the 2001 Convention	10 of which 2 in Africa and 2 SIDS	– 16 of which 2 in Africa and 4 SIDS	– 20 of which 4 in Africa and 5 SIDS	– 22 of which 5 in Africa and 5 SIDS
4. Number of supported stakeholders which have contributed to protection and awareness-raising	30	– 36*	– 36*	– 36*

*Target(s) are cumulative, i.e. the value is calculated by adding to the baselines what is expected to be achieved by the end of 2019.

Protecting culture in emergencies through preparedness and response

Expected result 5: Culture protected and cultural pluralism promoted in emergencies through better preparedness and response, in particular through the effective implementation of UNESCO's cultural standard-setting instruments

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Number of supported Member States which have carried out actions and policies towards effectively implementing UNESCO's standard-setting instruments in relation to emergency situations	Not applicable (Note: Given the unpredictable nature of emergencies, reference situation cannot be determined)	– See Complementary information at end of MP IV Chapter	– See Complementary information at end of MP IV Chapter	– See Complementary information at end of MP IV Chapter

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
2. Number of policy decisions and actions taken by supported Member States and relevant intergovernmental actors in the framework of UNESCO's international standard-setting instruments that enable the integration of culture within humanitarian action, security strategies as well as peace-keeping and -building processes	8	– 10	– 10	– 12
3. Number of Member States, including in Africa and the SIDS, supported through the Rapid Response Mechanism in addressing emergency situations	Not applicable	– 10 of which 1 in Africa and 2 SIDS	– 10 of which 1 in Africa and 2 SIDS	– 10 of which 1 in Africa and 2 SIDS
4. Number of post-disaster and post-conflict assessments of needs related to culture effectively undertaken by Member States, including SIDS, with technical and financial support of UNESCO, as part of international crisis response mechanisms	4	– 5	– 5	– 5

Main line of action 2: Fostering creativity and the diversity of cultural expressions, as well as the safeguarding of intangible cultural heritage for sustainable development

Safeguarding intangible cultural heritage (2003 Convention)

Expected result 6: Intangible cultural heritage identified and safeguarded by Member States and communities, in particular through the effective implementation of the 2003 Convention

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Sound governance exercised through the adoption and implementation of strategic resolutions/ decisions of the governing bodies of the 2003 Convention, <u>including commitments towards the SDGs</u>	Partially	– Yes	– Yes	– Yes
2. Number of supported Member States utilizing strengthened human and institutional resources for the safeguarding of intangible cultural heritage	70 of which 30 in Africa and 5 SIDS	– 55 of which 25 in Africa and 10 SIDS	– 55 of which 25 in Africa and 10 SIDS	– 56 of which 25 in Africa and 10 SIDS
3. Number of supported Member States which have integrated intangible cultural heritage into their plans, policies and programmes, in particular as a contribution towards the achievement of SDGs in a gender-responsive manner	15 of which 5 in Africa and 2 SIDS	– 25 of which 8 in Africa and 5 SIDS	– 25 of which 8 in Africa and 5 SIDS	– 25 of which 9 in Africa and 5 SIDS

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
4. Number of States Parties which have effectively implemented international assistance, including from the Intangible Cultural Heritage Fund, complementing their national safeguarding efforts	15 of which 10 in Africa and 1 SIDS	– 15 of which 10 in Africa and 2 SIDS	– 15 of which 10 in Africa and 2 SIDS	– 16 of which 12 in Africa and 2 SIDS
5. Number of initiatives undertaken by supported Member States which have enhanced knowledge and understanding of intangible cultural heritage safeguarding and of the 2003 Convention	4	– 15 of which 5 in Africa and 2 SIDS	– 15 of which 5 in Africa and 2 SIDS	– 16 of which 6 in Africa and 2 SIDS

Promoting the diversity of cultural expressions (2005 Convention and 1980 UNESCO Recommendation of the Status of the Artist)

The only significant change under Expected Result 7 is the deletion of Performance Indicator 5 pertaining to the Creative Cities Network, which is proposed to be moved to cross-cutting Expected Result 8 on culture and the SDGs, as this programme, which plays a key role in implementing the 2030 Agenda through culture, is transversal in nature.

Expected result 7: Policies and measures to promote the diversity of cultural expressions designed and implemented by Member States, in particular through the effective implementation of the 2005 Convention

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Sound governance exercised through the adoption and implementation of strategic resolutions/decisions of the governing bodies of the 2005 Convention, <u>including commitments towards the SDGs</u>	Yes	– Yes	– Yes	– Yes

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
2. Number of supported Member States that have designed, implemented and monitored policies and measures to promote the diversity of cultural expressions, contributing to the goals of the 2005 Convention and in a gender-responsive manner	70 of which 10 in Africa and 2 SIDS	– 70 of which 15 in Africa and 4 SIDS	– 70 of which 15 in Africa and 4 SIDS	– 72 of which 17 in Africa and 4 SIDS
3. Number of supported Member States and civil society stakeholders that have effectively implemented international assistance, including through the International Fund for Cultural Diversity	70 of which 15 in Africa and 5 SIDS	– 70 of which 25 in Africa and 10 SIDS	– 70 of which 25 in Africa and 10 SIDS	– 72 of which 27 in Africa and 10 SIDS
4. Number of supported Member States that have designed, implemented and monitored policies and measures to promote the 1980 Recommendation on the Status of Artists, especially artistic freedom, contributing to the goals of the 2005 Convention and in a gender-responsive manner	30 of which 5 in Africa and 2 SIDS	– 50 of which 10 in Africa and 4 SIDS	– 50 of which 10 in Africa and 4 SIDS	– 52 of which 12 in Africa and 4 SIDS

Monitoring and measuring the role of culture in achieving sustainable development

As part of the 39 C/5, work undertaken by the Culture Sector on the implementation of the 2030 Agenda, as reflected in Expected Result 8, was primarily embedded in the mechanisms and frameworks of the Culture Conventions and Recommendations. The implementation of 39 C/5 under this cross-cutting Expected Result revealed that the contribution of culture to the implementation of the SDGs and the activities undertaken in that context should be captured both through the lens of the Culture Conventions and respective frameworks, as well as through the wider spectrum of cultural policies which they inform, and which reflect and expand the impact of the specific Conventions at national and local levels.

In that perspective, the following changes are proposed in the draft 40 C/5 so as to better reflect the contribution of culture to the implementation of the 2030 Agenda and its related SDGs:

- Expected Result 8 was reformulated to capture the impact of culture on development beyond the spectrum of the Culture conventions through the wider perspective of cultural policies.
- It is reorganized into two distinctive main axes of the Sector's strategy towards the SDGs (as reflected in the related Performance Indicators), namely (i) supporting Member States using cultural policies and frameworks, of which the Culture Conventions, to achieve the SDGs (corresponding to Performance Indicator 1), and (ii) demonstrating and strengthening the crosscutting contribution of culture for the implementation of the SDGs (corresponding to Performance Indicator 2).
- Under this reformulated framework, Performance Indicators 1 and 2 of Expected Result 8 within the 39 C/5 were merged into a new Performance Indicator 1 within Expected Result 8 of the draft 40 C/5. Performance Indicator 3 of Expected Result 8 and Performance Indicator 5 of Expected Result 7 (which dealt with the Creative Cities Network) within the 39 C/5 were merged into a new Performance Indicator 2 in the draft 40 C/5.
- In addition, Performance Indicator 1 on sound governance that exists under Expected Results 1, 2, 3, 4, 6 and 7 pertaining to the Culture Conventions was adjusted with a view to better capturing the contribution of the Conventions towards the implementation of the 2030 Agenda.

These proposed modifications would improve the legibility of the strategy and actions under Major Programme IV towards implementing the 2030 Agenda, while at the same time ensuring continuity between the Approved 39 C/5 and the draft 40 C/5.

A set of new baselines reflecting the two reformulated Performance Indicators will be defined end of 2019.

Expected result 8: The enabling contribution of culture to the SDGs promoted, demonstrated and strengthened, in particular through its integration in country-level development frameworks, strategies and programmes, and effective streamlining of the SDGs across the implementation of cultural policies and frameworks, including Conventions and Recommendations

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. <u>Number of supported Member States using cultural policies and frameworks towards the achievement of the SDGs, including Conventions and Recommendations</u>		– 58 of which 11 in Africa and 6 SIDS	– 56 of which 11 in Africa and 6 SIDS	– 56 of which 11 in Africa and 6 SIDS

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
2. <u>Number of initiatives undertaken by supported Member States and stakeholders which have enhanced the crosscutting role of culture for sustainable development</u>		– 89 of which 18 in Africa and 8 SIDS	– 89 of which 18 in Africa and 8 SIDS	– 89 of which 18 in Africa and 8 SIDS

Complementary information regarding the C/5 expected results and related performance indicators for MP IV

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

Performance indicators	Assessment according to the following:
1. <u>Sound governance exercised through the adoption and implementation of strategic resolutions / decisions of the governing bodies of the 1972 Convention, including commitment towards the SDGs</u>	<ul style="list-style-type: none"> – <i>Provide strategic guidance to States Parties for the implementation of the Convention</i> – <i>Statutory and related thematic documents examined by the governing bodies explicitly address the implementation of relevant SDGs through the Convention</i> – <i>Improve the working methods of the Convention</i> – <i>Direct funding to the key priorities for the implementation of the Convention</i> – <i>Lead to the improvement of the state of conservation of World Heritage properties</i>
2. Number of World Heritage properties where the conservation and management capacities are enhanced, including in collaboration with category 2 institutes and centres	<ul style="list-style-type: none"> – <i>Capacity-building activities undertaken at World Heritage properties</i> – <i>Provision of strategic guidance at World Heritage properties</i>
3. Number of civil society stakeholders, including young people, <u>indigenous peoples</u> and women, contributing to the conservation of World Heritage properties and to World Heritage education within the framework of UNESCO-related projects and initiatives	<ul style="list-style-type: none"> – <i>Participation in heritage volunteer campaigns and in youth fora</i> – <i>Level of NGOs' and foundations engagement in the field of World Heritage conservation in collaboration with UNESCO</i> – <i>Level of women's engagement in the field of World Heritage conservation in collaboration with UNESCO</i> – <i>Indigenous peoples' involvement in the field of World Heritage conservation in collaboration with UNESCO and site managers concerned</i> – <i>Use by local stakeholders of traditional knowledge in World Heritage conservation in collaboration with UNESCO</i>

Performance indicators	Assessment according to the following:
4. Number of World Heritage properties where the SDGs and/or the World Heritage Sustainable Development policy are mainstreamed in the conservation and management	<ul style="list-style-type: none"> – <i>Specific conservation projects at World Heritage properties linked to topics such as Danger List, tourism management, urbanization (including <u>SDG 11</u>), reconstruction and climate change in priority regions or countries, including Africa, LDCs, SIDS, (post) conflict or (post) disaster countries</i> – <i>Impact assessments or management plans for World Heritage properties prepared by States Parties</i> – <i>Periodic Reports for World Heritage properties provide evidence that sustainable development aspects are adequately addressed</i> – <i><u>Projects at World Heritage properties with a specific component on sustainable development</u></i>
5. Number of States Parties which develop new or revised Tentative Lists and percentage of nomination dossiers in conformity with prescribed requirements	<ul style="list-style-type: none"> – <i><u>Tentative Lists submitted by States Parties</u></i> – <i><u>Nomination dossiers submitted by States Parties</u></i>

Expected result 2: Illicit import, export and transfer of cultural property combatted by Member States, in particular through the effective implementation of the 1970 Convention and the works of the Intergovernmental Committee for Promoting the Return of Cultural Property to its Countries of Origin or its Restitution in Case of Illicit Appropriation and the role of the museums enhanced by stakeholders implementing the UNESCO 2015 Recommendation on museums and collections

Performance indicators	Assessment according to the following:
1. Sound governance exercised through the implementation of strategic resolutions/ decisions of the governing bodies of the 1970 Convention and the Return and Restitution Committee, <u>including commitments towards the SDGs</u>	<ul style="list-style-type: none"> – <i>Improved governance of the 1970 Convention and the Return and Restitution Committee</i> – <i>Strategic guidance provided to States Parties</i> – <i>for the implementation of the 1970 Convention and to Committee Members for the works of</i> – <i>the Return and Restitution Committee</i> – <i>Funding directed to the key priorities for</i> – <i>the implementation of the 1970 Convention and the works of the Return and Restitution Committee</i> – <i><u>Statutory and related thematic documents examined by the governing bodies and the Return and Restitution Committee explicitly address the implementation of relevant SDGs through the Convention</u></i>
2. Number of States Parties to the 1970 Convention increased, in particular in the Caribbean, East Africa, South East Asia and the Pacific	

Performance indicators	Assessment according to the following:
3. Number of quadrennial reports submitted in line with the key aspects of the implementation of the Convention, providing evidence towards SDGs targets attainment	<ul style="list-style-type: none"> – <i>Laws and regulations issued/improved</i> – <i>National services established/improved</i> – <i>Innovative partnerships established</i> – <i>Educational and awareness-raising initiatives, including those reflecting gender equality principles</i>
4. Number of successful cases of return and restitution of cultural property, including objects from countries in emergency situation and those cases relating to the financing of terrorism in coordination with partner organizations and the art market, in line with SDG 16 target 4	
5. Number of initiatives undertaken by supported stakeholders which have enhanced and promoted the roles of museums in achieving SDGs, and in particular in reflecting the 2015 Recommendation concerning the protection and promotion of museums and collections, their diversity and their role in society	<ul style="list-style-type: none"> – <i>Cooperation and capacity-building projects, events, new or redesigned policies and guidelines reflecting the SDGs, gender equality principles and core goals of the Recommendation</i> – <i>Quadrennial periodic reports submitted and address policies and measures to promote museums for achieving SDGs and the Recommendation</i> – <i>Level of stakeholders' engagement (museums, civil society, private sector, NGOs, IGOs among others)</i>

Expected result 3: Protection of cultural property improved by Member States, in particular through the wide ratification and effective implementation of the 1954 Convention and its two Protocols (1954 and 1999)

Performance indicators	Assessment according to the following:
1. Sound governance exercised through the implementation of strategic resolutions/decisions of the governing bodies of the 1954 Convention and its 1999 Second Protocol, <u>including commitments towards the SDGs</u>	<ul style="list-style-type: none"> – <i>Priorities established through Resolutions/Decisions of the Meetings of the High Contracting Parties to the 1954 Convention and that of Parties to the 1999 Second Protocol</i> – <i>Enhanced protection granted to cultural property through Decisions of the Committee</i> – <i><u>Statutory and related thematic documents examined by the governing bodies address explicitly the implementation of relevant SDGs through the Convention and its Second Protocol</u></i>
2. Number of States Parties to the 1954 Convention and its two Protocols (1954 and 1999) increased, in particular in Africa and in countries involved in armed conflict	
3. Number of national reports submitted on the implementation of the 1954 Hague Convention and its two Protocols (1954 and 1999)	<ul style="list-style-type: none"> – <i>National reports which include information on the implementation of Chapter IV of the 1999 Second Protocol</i> – <i>National reports submitted which have provided evidence towards SDGs targets attainment</i>

Performance indicators	Assessment according to the following:
4. Number of States Parties who have effectively implemented international or other categories of assistance under the 1999 Second Protocol	<ul style="list-style-type: none"> – Preparatory and recovery measures taken – Emergency measures taken to enhance the protection of cultural property in times of armed conflict
5. Number of supported stakeholders which have contributed to protection and awareness-raising, including to elements of the Strategy for Reinforcing UNESCO's Action for the Protection of Culture and the Promotion of Cultural Pluralism in the Event of Armed Conflict	<ul style="list-style-type: none"> – Policies taken to prepare safeguarding cultural property against possible consequences of armed conflict – Awareness-raising and capacity-building projects on the protection of cultural property in times of armed conflict – Initiatives implemented in line with the – Strategy – Level of NGOs' engagement in the protection of cultural property

Expected result 4: Underwater cultural heritage identified, protected and sustainably managed by Member States, in particular through the wide ratification and effective implementation of the 2001 Convention

Performance indicators	Assessment according to the following:
1. Sound governance exercised through the implementation of strategic resolutions/ decisions of the governing bodies of the 2001 Convention, including commitments towards the SDGs	<ul style="list-style-type: none"> – Decisions taken, providing strategic guidance for the implementation of the 2001 Convention – SIDS participate in governing bodies, bringing their concerns and objectives to the debates and into the resulting decisions – Statutory and related thematic documents examined by the governing bodies addressing explicitly the implementation of relevant SDGs through the Convention
2. Number of States Parties to the 2001 Convention increased, in particular in Africa and in SIDS	
3. Number of supported Member States which have taken steps towards designing or updating policies to protect underwater heritage towards the achievement of the objectives of the 2001 Convention	<ul style="list-style-type: none"> – National frameworks harmonized with the Convention – National policies harmonized in conformity with the <u>Convention</u> – New or updated laws for effective implementation of the Convention
4. Number of supported stakeholders which have contributed to protection and awareness- raising	<ul style="list-style-type: none"> – Level of State and non-State stakeholders' engagement <u>and capacity</u> – Youth education and responsible access initiatives, including underwater heritage <u>launched</u> – Awareness-raising initiatives launched

Expected result 5: Culture protected and cultural pluralism promoted in emergencies through better preparedness and response, in particular through the effective implementation of UNESCO's cultural standard-setting instruments

Performance indicators	Assessment according to the following:
1. Number of supported Member States which have carried out actions and policies towards effectively implementing UNESCO's standard-setting instruments in relation to emergency situations	<ul style="list-style-type: none"> – <i>Specific conservation projects at World Heritage properties related to emergency preparedness and response in (post) conflict or (post) disaster countries, including in Africa (Targets: 20 of which 3 in Africa under \$534.6M; and 18 of which 1 in Africa under \$518M)</i> – <i>Successful cases of return and restitution of cultural property from countries in emergency situations and/or related to terrorism financing (Targets: 3 under \$534.6M; and 3 under \$518M)</i> – <i>Initiatives implementing the 1954 Convention and its two Protocols in line with the Strategy for Reinforcing UNESCO's Action for the Protection of Culture and the Promotion of Cultural Pluralism in the Event of Armed Conflict (Targets: 4 of which 1 in Africa and 1 SIDS under \$534.6M; and 4 of which 1 in Africa and 1 SIDS under \$518M)</i> – <i>Plans, policies and programmes aimed at integrating the safeguarding of intangible cultural heritage in emergency contexts, including for preparedness and recovery (Targets: 4 under \$534.6M; and 4 under \$518M)</i> – <i>Cultural policies and measures to promote and protect the status of artists and artistic freedom, including for emergency situations, and global survey submitted on policies that recognize the social and economic rights of artists, including in emergency situations (Targets: 10 of which 2 in Africa and 1 SIDS, yes under \$534.6M; and 10 of which 2 in Africa and 1 SIDS, yes under \$518M)</i> – <i>Initiatives contributing to awareness-raising and education for the promotion of cultural pluralism and the respect for cultural heritage, with an aim to build more tolerant and inclusive societies (Targets: 149 under \$534.6M; and 149 under \$518M)</i>
2. Number of policy decisions and actions taken by supported Member States and relevant intergovernmental actors in the framework of UNESCO's international standard-setting instruments that enable the integration of culture within humanitarian action, security strategies as well as peace-keeping and -building processes	<ul style="list-style-type: none"> – <i>Decisions adopted, such as UN Security Council, UN General Assembly or Human Rights Council Resolutions, and actions taken at national level for their implementation</i> – <i>Transformative action taken to include culture in capacity-building and sensitization initiatives</i> – <i>Partnerships entered with UNESCO reflecting level of UN engagement and crisis coordination mechanisms</i>

Performance indicators	Assessment according to the following:
3. Number of Member States, including in Africa and the SIDS, supported through the Rapid Response Mechanism in addressing emergency situations	<ul style="list-style-type: none"> – <i>Deployments completed with the consent of authorities, including in Africa</i> – <i>Maintenance of a roster of heritage experts with consideration given to gender equality and geographically balanced representation</i> – <i>Mission reports received on initiatives undertaken for emergency assessment and safeguarding</i> – <i>Level of local communities engagement</i>
4. Number of post-disaster and post-conflict assessments of needs related to culture effectively undertaken by Member States, including SIDS, with technical and financial support of UNESCO, as part of international crisis response mechanisms	<ul style="list-style-type: none"> – <i>Culture included in final reports on assessments of needs in post-disaster/post- conflict situations</i> – <i>Level of donor mobilization for culture-related rehabilitation post-disaster/post-conflict</i>

Expected result 6: Intangible cultural heritage identified and safeguarded by Member States and communities, in particular through the effective implementation of the 2003 Convention

Performance indicators	Assessment according to the following:
1. Sound governance exercised through the adoption and implementation of strategic resolutions/decisions of the governing bodies of the 2003 Convention, <u>including commitments towards the SDGs</u>	<ul style="list-style-type: none"> – <i>Strengthened ability to provide strategic guidance to States Parties for the implementation and monitoring of the Convention, including through examination of submitted periodic reports</i> – <i>Working methods of the governing bodies improved</i> – <i>Level of funding to the implementation of decisions adopted by the governing bodies</i> – <i>Level of contribution of non-governmental organizations, with recognized competence in the field of intangible cultural heritage, to the Convention's governance</i> – <i><u>Statutory and related thematic documents examined by the governing bodies explicitly address the implementation of relevant SDGs through the Convention</u></i>
2. Number of supported Member States utilizing strengthened human and institutional resources for the safeguarding of intangible cultural heritage	<ul style="list-style-type: none"> – <i>Strengthened or newly established institutional frameworks for the safeguarding of intangible cultural heritage</i> – <i>Community-based approaches adopted or strengthened to inventorying intangible cultural heritage or developing safeguarding plans, including those reflecting a gender-sensitive approach <u>and including indigenous knowledge and languages</u></i>

Performance indicators	Assessment according to the following:
3. Number of supported Member States which have integrated intangible cultural heritage into their plans, policies and programmes, in particular as a contribution towards the achievement of SDGs in a gender-responsive manner	<ul style="list-style-type: none"> – <i>Convention-related reports address plans, policies and programmes aimed at integrating the safeguarding of intangible cultural heritage with a gender-sensitive approach, and, as appropriate, by giving consideration to indigenous knowledge and languages, including in emergency contexts, as well as provide evidence towards SDGs targets attainment</i> – <i>Partnerships established, within and outside</i> – <i>the cultural sector, with a view to strengthening the role of intangible cultural heritage as</i> – <i>an enabler and guarantee of sustainable development and supporting national plans to achieve the SDGs</i> – <i>Initiatives designed and implemented, resulting in the incorporation of intangible cultural heritage in formal and non-formal education (SDG 4 target 7)</i>
4. Number of States Parties which have effectively implemented international assistance, including from the Intangible Cultural Heritage Fund, complementing their national safeguarding efforts	<ul style="list-style-type: none"> – <i>Intangible Cultural Heritage Fund used by States Parties to effectively complement their national safeguarding efforts</i> – <i>Preparatory/technical assistance from the Intangible Cultural Heritage Fund used by States Parties to elaborate International Assistance requests to effectively complement their national safeguarding efforts</i>
5. Number of initiatives undertaken by supported Member States which have enhanced knowledge and understanding of intangible cultural heritage safeguarding and of the 2003 Convention	<ul style="list-style-type: none"> – <i>Evidence of programmes, projects or initiatives for the safeguarding of heritage reflecting the principles and objectives of the 2003 Convention with proven effectiveness to contribute to the viability of the intangible cultural heritage concerned</i> – <i>Communication and/or awareness-raising initiatives developed in line with the Convention's communications and outreach strategy</i> – <i>Level of engagement of all actors (governmental and non-governmental) concerned with the safeguarding of intangible cultural heritage in related initiatives</i>

Expected result 7: Policies and measures to promote the diversity of cultural expressions designed and implemented by Member States, in particular through the effective implementation of the 2005 Convention

Performance indicators	Assessment according to the following:
1. Sound governance exercised through the adoption and implementation of strategic resolutions/decisions of the governing bodies of the 2005 Convention, <u>including commitments towards the SDGs</u>	<ul style="list-style-type: none"> – <i>Priorities established through the Conference of Parties' Resolutions</i> – <i>Resolutions are reflected in the Intergovernmental Committee workplan and implemented through Intergovernmental Committee Decisions</i> – <u><i>Statutory and related thematic documents examined by the governing bodies explicitly address the implementation of relevant SDGs through the Convention</i></u> – <u><i>Level of civil society stakeholders engagement</i></u>
2. Number of supported Member States that have designed, implemented and monitored policies and measures to promote the diversity of cultural expressions, contributing to the goals of the 2005 Convention and in a gender-responsive manner	<ul style="list-style-type: none"> – <i>Policies are designed or re-designed which reflect the core goals of the Convention</i> – <i>Measures and/or action plans defined towards the implementation of the policy</i> – <i>Quadrennial periodic reports submitted and address policies and measures to promote women as creators and producers of cultural goods and services as well as provide evidence towards SDGs targets attainment</i> – <i>Level of civil society stakeholders engagement</i>
3. Number of supported Member States and civil society stakeholders that have effectively implemented international assistance, including through the International Fund for Cultural Diversity	<ul style="list-style-type: none"> – <i>Level of contributions to the International Fund for Cultural Diversity</i> – <i>International assistance requests submitted</i> – <i>Project initiatives successfully implemented</i>
4. Number of supported Member States that have designed, implemented and monitored policies and measures to promote the 1980 Recommendation on the Status of Artists, especially artistic freedom, contributing to the goals of the 2005 Convention and in a gender-responsive manner	<ul style="list-style-type: none"> – <i>Cultural policies and measures to promote and protect artistic freedom</i> – <i>Global survey submitted on policies that recognize the social and economic rights of artists</i> – <i>Evidence of measures and/or action plans that implement the policies and address digital technologies, mobility, artistic freedom</i>

Expected result 8: The enabling contribution of culture to the SDGs promoted, demonstrated and strengthened, in particular through its integration in country-level development frameworks, strategies and programmes, and effective streamlining of the SDGs across the implementation of cultural policies and frameworks, including Conventions and Recommendations

Performance indicators	Assessment according to the following:
1. <u>Number of supported Member States using cultural policies and frameworks towards the achievement of the SDGs, including Conventions and Recommendations</u>	<ul style="list-style-type: none"> – <u>Cultural policies that promote the role of culture in sustainable development and facilitate the integration of culture in development policies, including through UNESCO Culture Conventions and Recommendations</u> – <u>National development frameworks and reporting mechanisms pertaining to the implementation of the 2030 Agenda for Sustainable Development</u> – <u>Recommendations and priorities from the UNESCO Forum of Ministers of Culture in line with specific SDGs and Targets</u> – <u>Global monitoring framework elaborated aimed at measuring the impact of cultural policies in the implementation of the SDGs determining areas of monitoring to assess developments, progress, challenges and emerging trends to inform policy decisions and guide the collection of data and information Periodic reports and other convention related reports providing evidence of contributing to the monitoring and assessment of the impact of culture for sustainable development</u> – <u>Initiatives applying UNESCO tools to measure culture for sustainable development including the Thematic Indicators for Culture in the SDGs</u> – <u>Cultural policies that integrate gender responsive provisions</u>
2. <u>Number of initiatives undertaken by supported Member States and stakeholders which have enhanced the crosscutting role of culture for sustainable development</u>	<ul style="list-style-type: none"> – <u>Programmes or initiatives integrating culture transversally to other sectors, in particular in education, in biodiversity and culture-related indigenous knowledge and practices</u> – <u>Initiatives, materials, and activities to communicate and promote the role and integration of culture for economic and social inclusion, and environmental sustainability</u> – <u>Level of participation and stakeholder engagement in culture-related initiatives</u> – <u>Strategy adopted for the sustainability of the Creative Cities Programme and its alignment with the SDGs</u> – <u>Number of Creative Cities integrating the UNESCO Network and initiatives strengthening the role of cities in the creative economy</u> – <u>North-South and South-South partnership agreements developed/implemented reflecting culture's contribution to sustainable development</u>



MP V

Communication and information

Major Programme V

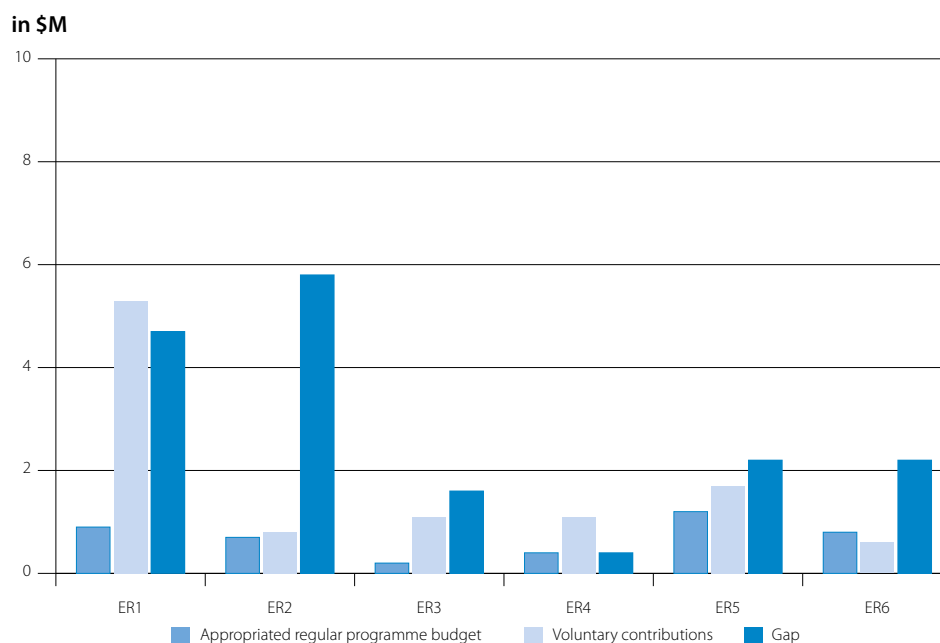
Communication and information

CI – 1 Integrated budget based on the Appropriated regular programme budget of \$507 million

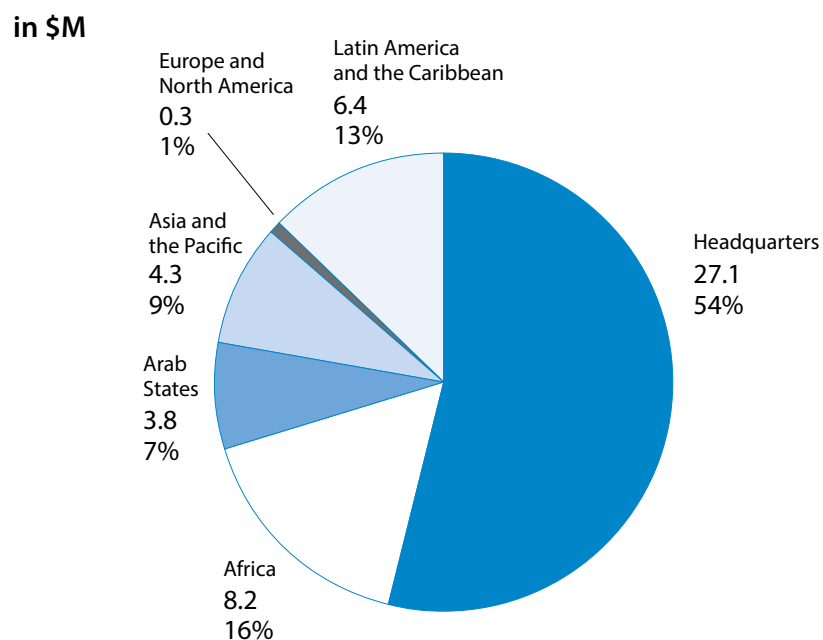
Main line of action /Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					Total
	Operational budget	Staff budget	Total	Appropriated Regular Programme Budget ¹ \$507M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	
	\$	\$	\$	\$	\$		\$	\$	\$
Staff budget (established posts)		18 669 600	18 669 600	18 669 600	–	–	–		18 669 600
Operational budget									
MLA 1 Fostering freedom of expression online and offline, promoting all aspects of the safety of journalists, advancing diversity and participation in media, and supporting independent media	21 050 000		21 050 000	1 793 000	–	–	7 110 000	12 147 000	21 050 000
ER1 Member States are enhancing norms and policies related to freedom of expression, including press freedom and the right to access information, online and offline, and are reinforcing the safety of journalists by implementing the UN Plan of Action on the Safety of Journalists and the Issue of Impunity	10 839 000		10 839 000	856 000	–	–	5 295 000	4 688 000	10 839 000
ER2 Media development is strengthened, and Member States have improved monitoring and reporting systems, and these results are reinforced by external grassroots projects supported by the IPDC	7 270 000		7 270 000	708 000			750 000	5 812 000	7 270 000
ER3 Media development is strengthened, and Member States have improved monitoring and reporting systems, and these results are reinforced by external grassroots projects supported by the IPDC	2 941 000		2 941 000	229 000	–		1 065 000	1 647 000	2 941 000
MLA 2 Building knowledge societies through ICTs by enabling universal access to, and preservation of, information and knowledge	10 491 900		10 491 900	2 384 900	–	–	3 385 000	4 722 000	10 491 900
ER4 Capacities of Member States strengthened, through the implementation of the World Summit on the Information Society (WSIS) outcomes, and of the Information for All Programme (IFAP), and the related normative framework	1 898 000		1 898 000	438 000	–	–	1 100 000	360 000	1 898 000
ER5 Member States have taken measures to promote universal access to information through open and inclusive solutions and innovative use of ICTs for sustainable development	5 045 000		5 045 000	1 158 000			1 695 000	2 192 000	5 045 000
ER6 Identification, preservation, access to and dissemination of documentary heritage have been strengthened globally and at the national level through the Memory of the World Programme	3 548 900		3 548 900	788 900	–	–	590 000	2 170 000	3 548 900
Subtotal, Operational budget	31 541 900	–	31 541 900	4 177 900	–	–	10 495 000	16 869 000	31 541 900
Total, Major Programme V	31 541 900	18 669 600	50 211 500	22 847 500	–	–	10 495 000	16 869 000	50 211 500

¹ The Appropriated regular programme budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Total operational budget by expected result
Appropriated regular programme budget, Voluntary contributions and Gap
(Appropriated regular programme budget of \$507M)



Distribution of Total resources
(staff and operational budget) by Region and Headquarters
(Appropriated regular programme budget of \$507M)



Contribution to the global priorities

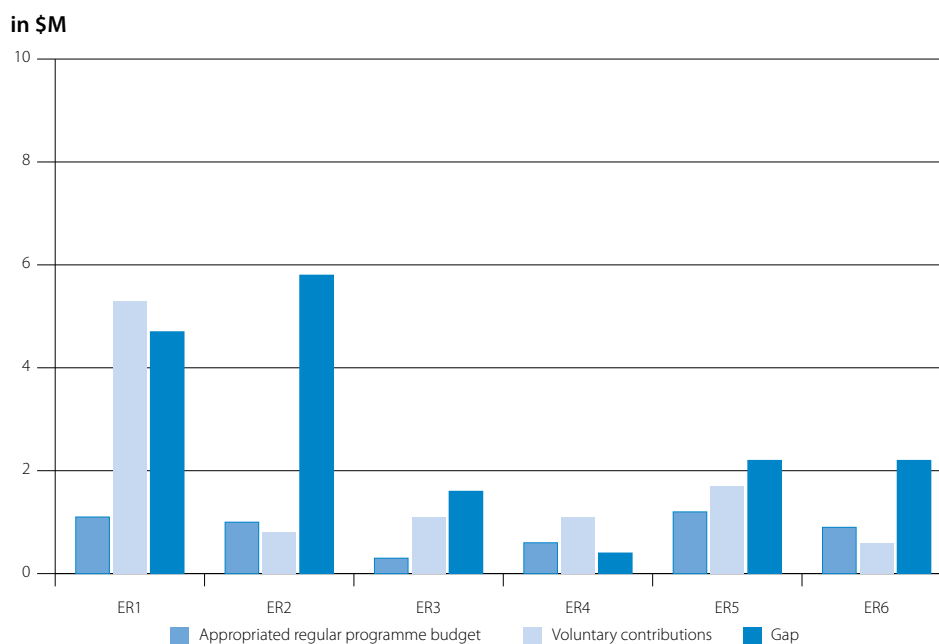
	Priority Africa		Priority Gender Equality	
	\$	%	\$	%
Within total operational budget	\$6.9M	22%	\$10.9M	35%

CI – 2 Integrated budget based on the Appropriated regular programme budget of \$518 million/ \$523.6 million

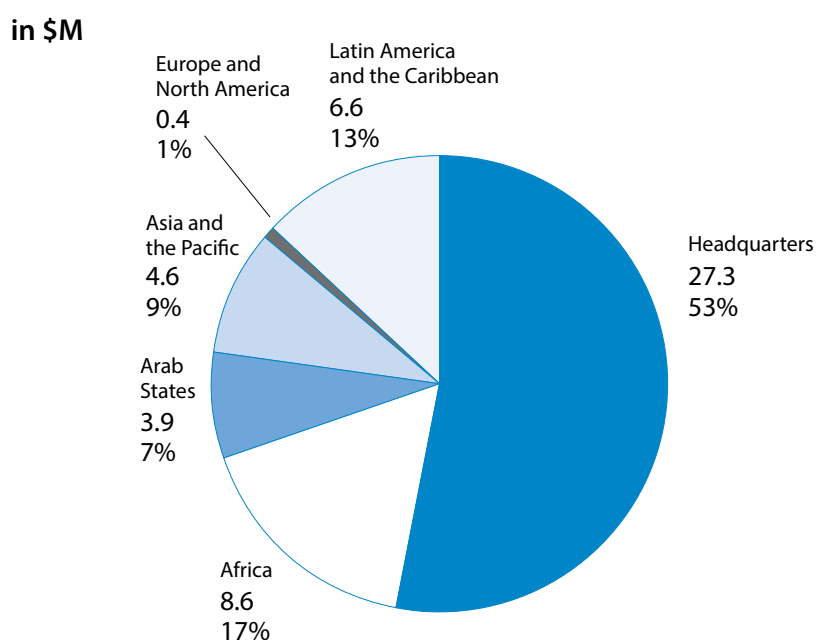
Main line of action/Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$518M/ \$523.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$		\$	\$	\$
Staff budget (established posts)		18 669 600	18 669 600	18 669 600	–	–	–		18 669 600
Operational budget									
MLA 1 Fostering freedom of expression online and offline, promoting all aspects of the safety of journalists, advancing diversity and participation in media, and supporting independent media	21 766 000		21 766 000	2 509 000	–	–	7 110 000	12 147 000	21 766 000
ER1 Member States are enhancing norms and policies related to freedom of expression, including press freedom and the right to access information, online and offline, and are reinforcing the safety of journalists by implementing the UN Plan of Action on the Safety of Journalists and the Issue of Impunity	11 121 000		11 121 000	1 138 000	–	–	5 295 000	4 688 000	11 121 000
ER2 Media development is strengthened, and Member States have improved monitoring and reporting systems, and these results are reinforced by external grassroots projects supported by the IPDC	7 598 000		7 598 000	1 036 000			750 000	5 812 000	7 598 000
ER3 Media development is strengthened, and Member States have improved monitoring and reporting systems, and these results are reinforced by external grassroots projects supported by the IPDC	3 047 000		3 047 000	335 000	–		1 065 000	1 647 000	3 047 000
MLA 2 Building knowledge societies through ICTs by enabling universal access to, and preservation of, information and knowledge	10 907 000		10 907 000	2 800 000	–	–	3 385 000	4 722 000	10 907 000
ER4 Capacities of Member States strengthened, through the implementation of the World Summit on the Information Society (WSIS) outcomes, and of the Information for All Programme (IFAP), and the related normative framework	2 101 000		2 101 000	641 000	–	–	1 100 000	360 000	2 101 000
ER5 Member States have taken measures to promote universal access to information through open and inclusive solutions and innovative use of ICTs for sustainable development	5 121 000		5 121 000	1 234 000			1 695 000	2 192 000	5 121 000
ER6 Identification, preservation, access to and dissemination of documentary heritage have been strengthened globally and at the national level through the Memory of the World Programme	3 685 000		3 685 000	925 000	–	–	590 000	2 170 000	3 685 000
Subtotal, Operational budget	32 673 000	–	32 673 000	5 309 000	–	–	10 495 000	16 869 000	32 673 000
Total, Major Programme V	32 673 000	18 669 600	51 342 600	23 978 600	–	–	10 495 000	16 869 000	51 342 600

¹ Under the \$518M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds. Under the \$523.6M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Total operational budget by expected result
Appropriated regular programme budget, Voluntary contributions and Gap
(Appropriated regular programme budget of \$518M/\$523.6M)



Distribution of Total resources
(staff and operational budget) by Region and Headquarters
(Appropriated regular programme budget of \$518M/\$523.6M)



Contribution to the global priorities

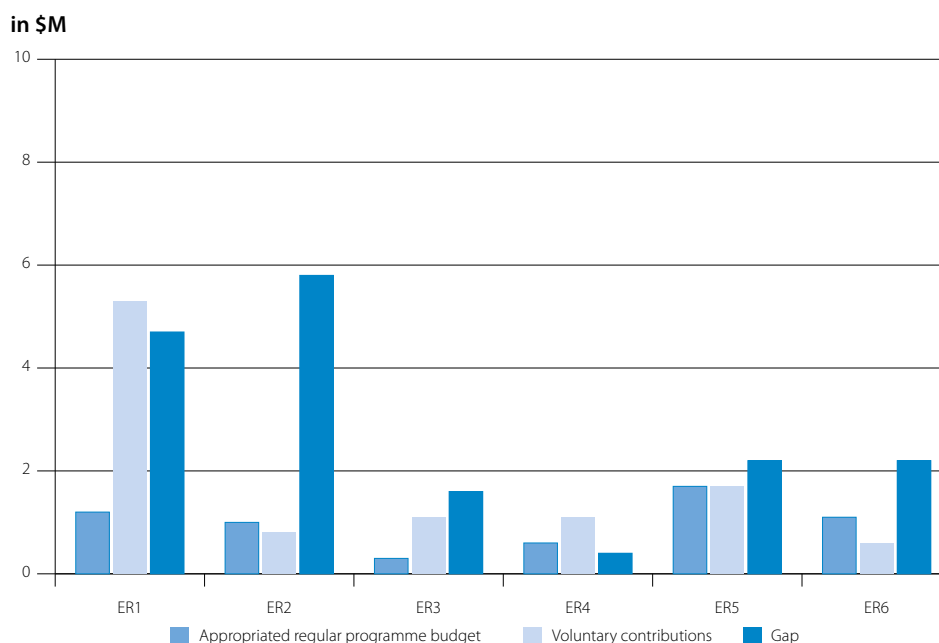
	Priority Africa		Priority Gender Equality	
	\$	%	\$	%
Within total operational budget	\$6.9M	21%	\$10.9M	33%

CI – 3 Integrated budget based on the Appropriated Regular Programme Budget of \$534.6 million

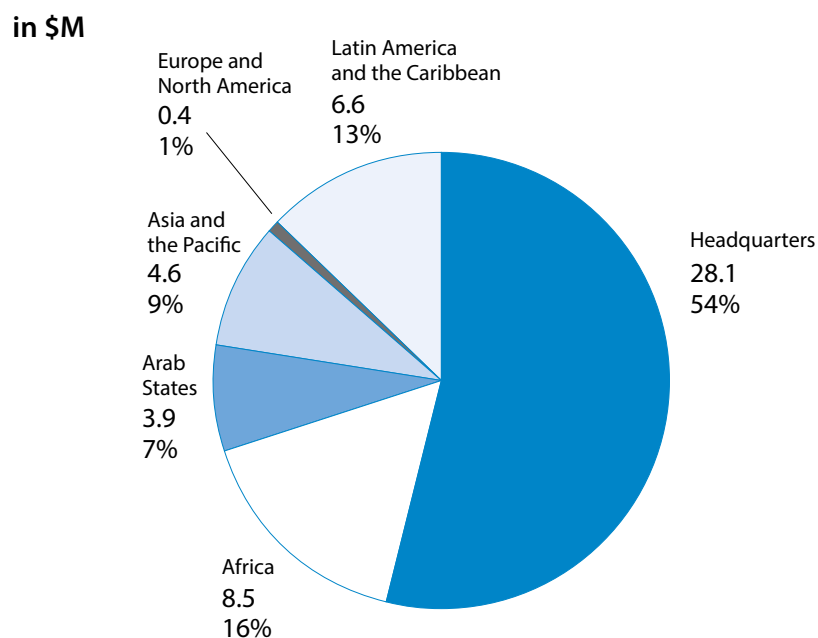
Main line of action /Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$		\$	\$	\$
Staff budget (established posts)		18 669 600	18 669 600	18 669 600	–	–	–		18 669 600
Operational budget									
MLA 1 Fostering freedom of expression online and offline, promoting all aspects of the safety of journalists, advancing diversity and participation in media, and supporting independent media	21 827 100		21 827 100	2 570 100	–	–	7 110 000	12 147 000	21 827 100
ER1 Member States are enhancing norms and policies related to freedom of expression, including press freedom and the right to access information, online and offline, and are reinforcing the safety of journalists by implementing the UN Plan of Action on the Safety of Journalists and the Issue of Impunity	11 211 100		11 211 100	1 228 100	–	–	5 295 000	4 688 000	11 211 100
ER2 Media development is strengthened, and Member States have improved monitoring and reporting systems, and these results are reinforced by external grassroots projects supported by the IPDC	7 576 000		7 576 000	1 014 000			750 000	5 812 000	7 576 000
ER3 Media development is strengthened, and Member States have improved monitoring and reporting systems, and these results are reinforced by external grassroots projects supported by the IPDC	3 040 000		3 040 000	328 000	–		1 065 000	1 647 000	3 040 000
MLA 2 Building knowledge societies through ICTs by enabling universal access to, and preservation of, information and knowledge	11 523 000		11 523 000	3 416 000	–	–	3 385 000	4 722 000	11 523 000
ER4 Capacities of Member States strengthened, through the implementation of the World Summit on the Information Society (WSIS) outcomes, and of the Information for All Programme (IFAP), and the related normative framework	2 087 000		2 087 000	627 000	–	–	1 100 000	360 000	2 087 000
ER5 Member States have taken measures to promote universal access to information through open and inclusive solutions and innovative use of ICTs for sustainable development	5 546 000		5 546 000	1 659 000			1 695 000	2 192 000	5 546 000
ER6 Identification, preservation, access to and dissemination of documentary heritage have been strengthened globally and at the national level through the Memory of the World Programme	3 890 000		3 890 000	1 130 000	–	–	590 000	2 170 000	3 890 000
Subtotal, Operational budget	33 350 100	–	33 350 100	5 986 100	–	–	10 495 000	16 869 000	33 350 100
Total, Major Programme V	33 350 100	18 669 600	52 019 700	24 655 700	–	–	10 495 000	16 869 000	52 019 700

¹ The Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Total operational budget by expected result
Appropriated regular programme budget, Voluntary contributions and Gap
(Appropriated regular programme budget of \$534.6M)



Distribution of Total resources
(staff and operational budget) by Region and Headquarters
(Appropriated regular programme budget of \$534.6M)

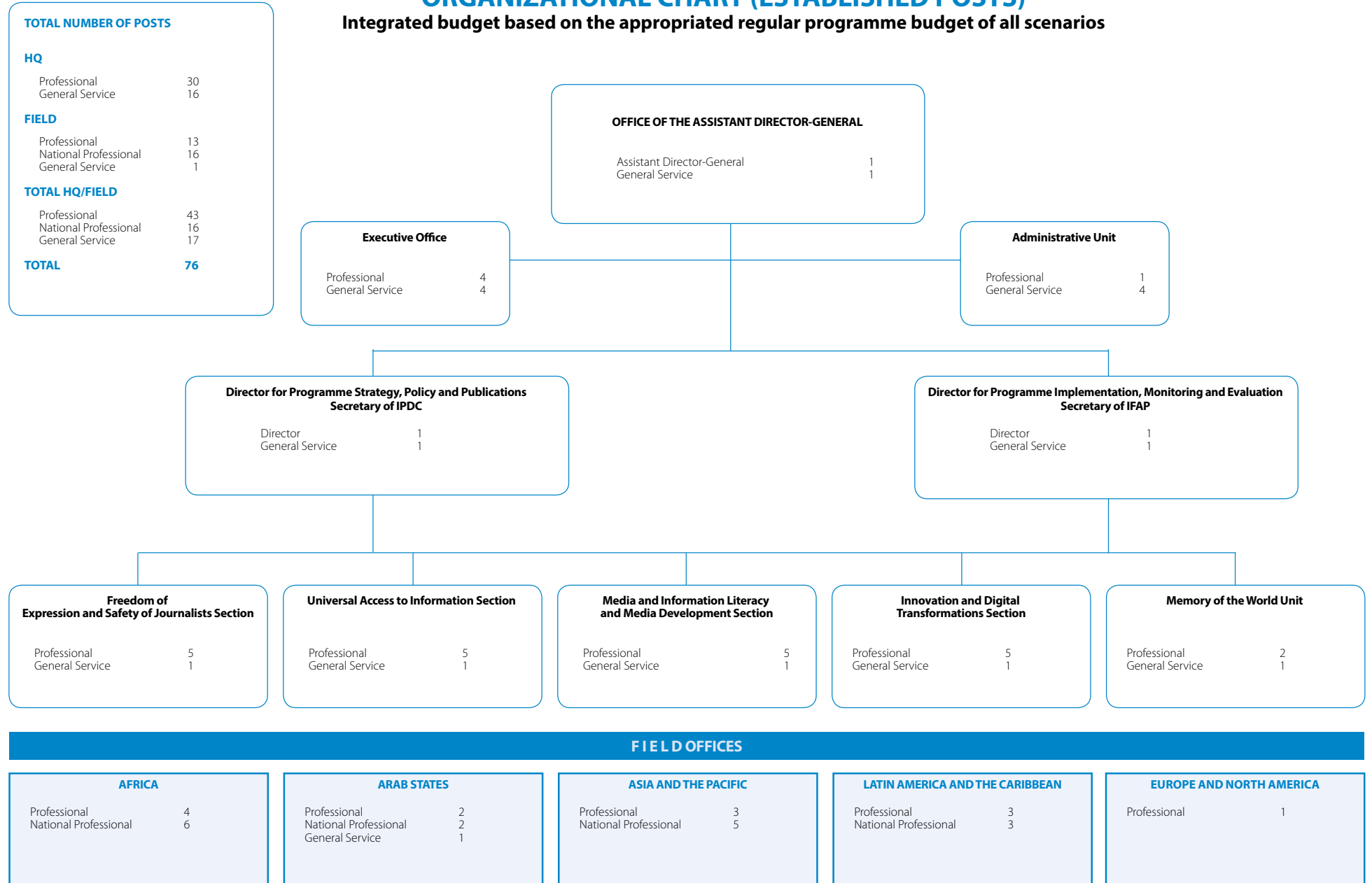


Contribution to the global priorities

	Priority Africa		Priority Gender Equality	
	\$	%	\$	%
Within total operational budget	\$6.9M	21%	\$10.9M	33%

COMMUNICATION AND INFORMATION SECTOR (CI) ORGANIZATIONAL CHART (ESTABLISHED POSTS)

Integrated budget based on the appropriated regular programme budget of all scenarios



Major Programme V

Communication and information

06001 As the 2030 Agenda for Sustainable Development builds momentum, the Communication and Information Sector will strengthen and adapt its programmes to rapidly evolving social, political and technological contexts, in order to continue to foster freedom of expression and media development, and to build inclusive knowledge societies. Major Programme V will maintain the strategic programmatic directions set out in the four-year programme cycle, and therefore sustain its two Main Lines of Action and six expected results. At the same time, increased focus will be placed on the impact of new digital technologies, including artificial intelligence, as well as on the growing threat that hate speech, disinformation and misinformation pose to our societies. In addressing these two emerging challenges, the Communication and Information Sector will continue to prioritize gender equality and Africa.

06002 In response to the rapid changes induced by the development and application of emerging technologies, such as artificial intelligence (AI), the Internet of Things and blockchain, UNESCO will convene a global dialogue on AI and provide assistance and resources to address key challenges and seize opportunities related to technological transformations. Proposed activities will focus on raising awareness of the ethical, governance and human rights implications of emerging technologies. A special focus will be put on tackling the threats these technologies pose to freedom of expression, democratic processes and access to information, as well as on harnessing their potential for achieving the Sustainable Development Goals (SDGs). Overall efforts will be increased to promote and protect fundamental rights in the digital age, and to ensure that citizens are empowered with adequate sets of digital skills to use and contribute to the media and information landscape.

06003 UNESCO will further develop its activities to promote freedom of expression online and related human rights, in a context marked by the growing challenges of online hate speech, disinformation and misinformation, especially in times of election. Building on its experience developing the ROAM¹ framework, UNESCO will support Member States in the implementation of measures aimed at addressing these challenges. UNESCO will also continue to promote Media and Information Literacy (MIL) as an effective way of empowering citizens with the necessary skills to identify and tackle hate speech, disinformation and hate speech.

06004 In parallel to these areas of focus, UNESCO will continue its work to advance the safety of journalists, both online and offline, in the framework of the UN Plan of Action on the Safety of Journalists and the Issue of Impunity. The Communication and Information Sector will continue to build the capacities of media professionals and to promote MIL as an essential tool for citizens to navigate and contribute to rapidly evolving media landscapes. UNESCO will pursue its work to support universal access to information and knowledge, through the promotion of Open Solutions, including through Open Educational Resources, open access to information and access to information for marginalized groups. Through the

¹ The ROAM principles advocate for an Internet that is human-Rights based, Open, Accessible and governed by Multi-stakeholder participation. The associated Internet Universality Indicators were finalized in autumn 2018.

Memory of the World Programme, UNESCO will continue to facilitate the preservation of, and access to, documentary heritage, as well as to raise awareness of its significance. Drawing on the strategies of the International Programme for the Development of Communication (IPDC) and the Information for All Programme (IFAP), synergies will be supported to strengthen the outcomes under Major Programme V.

06005 In order to deliver more efficiently on its mandate, the Communication and Information Sector will make adjustments to its structure, as reflected in the organizational chart. The introduction of a flat and lean structure aims to increase efficiency and create a collaborative decision-making structure for the Sector. It will help address cross-cutting issues in a coordinated manner within the Sector, and reinforce the visibility of the Sector as a whole.

06006 In this context, the 39 C/5 remains valid over its full four-year programme period, and provides the foundation for the 40 C/5 Programme and Budget for 2020-2021.

06007 Under the \$518 million scenario (and the \$523.6 million scenario, which has the same budget envelope for Major Programme V), the Communication and Information Sector will continue to operate as it currently does to implement the programme. In order to strengthen implementation capacities, staff presence will be reinforced in Latin America and the Caribbean, in Asia and the Pacific regions and in Africa with a Regional CI Coordinator and a CI Programme Specialist in a Multi-sectoral Regional Office.

06008 Under the \$534.6 million scenario, there will be significant additional gains in terms of programmatic impact and results, as well as on the structure and staffing capacity. Additional resources would allow for reinforced work around the global priorities Africa and gender equality, in particular to advance SDG target 16.10 on fundamental freedoms and public access to information, as well as to address challenges and seize opportunities related to emerging technologies.

06009 In the case of a lower budget scenario (\$507 million), the Communication and Information Sector would be impacted both programmatically and structurally. The main impact would be a reduction in the scope of activities and termination of some, drastically curtailing achievements under Major Programme V. A budget reduction under the \$507 million scenario could necessitate terminating the capacity of the Sector in some Field Offices, and would paralyze the Secretariat's ability to fulfil requirements for intergovernmental and other statutory meetings.

Main line of action 1: Fostering freedom of expression online and offline, promoting all aspects of the safety of journalists, advancing diversity and participation in media, and supporting independent media

Expected Result 1: Member States are enhancing norms and policies related to freedom of expression, including press freedom and the right to access information, online and offline, and are reinforcing the safety of journalists by implementing the UN Plan of Action on the Safety of Journalists and the Issue of Impunity²

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Number of Member States that have conducted awareness raising initiatives on press freedom, including World Press Freedom Day (WPFDD)	80 Member States as at the end of 2016 (10 in Africa; 5 in crisis situations)	– 90 Member States (12 in Africa)	– 100 Member States (35 in Africa)	– 110 Member States (35 in Africa)
2. Number of Member States that have conducted awareness raising initiatives on access to information, including International Day for Universal Access to Information (IDUAI)	15 Member States as at the end of 2016 (5 in Africa; 2 in crisis situations)	– 20 Member States (10 in Africa)	– 25 Member States (15 in Africa)	– 25 Member States (15 in Africa)
3. Number of Member States that have addressed emerging challenges related to freedom of expression online and related human rights in the digital age, as specified by the ROAM principles; and/or number of Member States benefiting from the UNESCO Report on “World Trends in Freedom of Expression and Media Development”	B1: 3 Member States B2: 10 Member States at the end of 2016	– T1: 10 Member States (5 in Africa) – T2: 35 Member States (7 in Africa)	– T1: 25 Member States (15 in Africa) – T2: 35 Member States (7 in Africa)	– T1: 35 Member States (15 in Africa) – T2: 35 Member States (7 in Africa)

² Adjustments (compared to 39 C/5 Approved) are underlined.
Baselines will be further adjusted at the end of 2019.

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
4. <u>Number of Member States sensitized on journalistic safety, including the safety of women journalists, through the International Day to End Impunity for Crimes Against Journalists (IDEI), and/or who have strengthened or developed protection, prevention and prosecution mechanisms</u>	B1: 30 Member States (5 in Africa) (IDEI) B2: 5 Member States (2 in Africa) (mechanisms)	– T1: 25 Member States (5 in Africa) (IDEI) – T2: 17 Member States (4 in Africa) (mechanisms)	– T1: 25 Member States (5 in Africa) (IDEI) – T2: 17 Member States (4 in Africa, including one African regional mechanism)	– T1: 25 Member States (5 in Africa) (IDEI) – T2: 30 Member States (4 in Africa, including one African regional mechanism)
5. Number of Member States that have applied internationally recognized legal and ethical standards in policy/regulation/institutions, and/or have voluntary self-regulation-based media accountability systems enhanced by stakeholders	15 Member States	– 7 Member States (2 in Africa)	– 7 Member States (2 in Africa)	– 9 Member States (4 in Africa), including a global initiative on quality journalism

Expected Result 2: Member States have benefited from enhanced media contributions to diversity, gender equality and youth empowerment in and through media; and societies are empowered through media and information literacy programmes and effective media response to emergency and disaster

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Number of Member States that have strengthened practices and policies for media diversity and pluralism, including community media, and observe World Radio Day (WRD)	B1: 10 Member States (10 in Africa) B2: 110 Member States (40 in Africa) (WRD)	– T1: At least 7 Member States – T2: 50 Member States (12 in Africa) (WRD)	– T1: At least 7 Member States – T2: 50 Member States (12 in Africa) (WRD)	– T1: At least 8 Member States – T2: 50 Member States (14 in Africa) (WRD)

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
2. Number of institutions that have adopted policies on youth and gender-equality in media; and number of institutions piloting the Gender Sensitive Indicators for Media (GSIM)	B1: 25 institutions (25 in Africa) B2: 25 institutions (25 in Africa) (GSIM)	– T1: 10 institutions (6 in Africa) – T2: 10 institutions (6 in Africa) (GSIM)	– T1: 10 institutions (6 in Africa) – T2: 10 institutions (6 in Africa) (GSIM)	– T1: 12 institutions (8 in Africa) – T2: 12 institutions (8 in Africa) (GSIM)
3. Number of media organizations contributing humanitarian information in emergency and disasters	Not applicable	– 25 media organizations	– 25 media organizations	– 28 media organizations
4. Number of Member States taking steps on Media and Information Literacy (MIL) and/or celebrating MIL Week; and number of training institutions piloting MIL curriculum	B1: 30 Member States (5 in Africa) B2: 6 institutions	– T1: 31 Member States (10 in Africa) – T2: 21 training institutions (4 in Africa)	– T1: 31 Member States (10 in Africa) – T2: 21 training institutions (4 in Africa)	– T1: 34 Member States (11 in Africa) – T2: 24 training institutions (5 in Africa)

Expected Result 3: Media development is strengthened and Member States have improved monitoring and reporting systems, and these results are reinforced by external grassroots projects supported by the IPDC

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. <u>Number of Member States applying knowledge from assessments based on Journalists' Safety Indicators, Media Development Indicators and Internet Universality Indicators</u>	5 Member States in 2016	– 8 Member States (3 in Africa)	– 8 Member States (3 in Africa)	– 10 Member States (3 in Africa)

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
2. Number of Member States supported for monitoring and reporting systems on <u>safety of journalists, that are responding to requests for information by the Director- General on judicial follow up to killings of journalists, and number of UNESCO reports that contribute to the monitoring of SDG indicator 16.10.1</u>	B1: 2 Member States (system) B2: 40 Member States B3: 1 global report on SDG 16.10.1	– T1: 6 Member States (2 in Africa) (systems) – T2: At least 61 Member States (11 in Africa) (responses) – T3: 1 global report on SDG 16.10.1	– T1: 6 Member States (2 in Africa) (systems) – T2: At least 61 Member States (11 in Africa) (responses) – T3: 1 global report on SDG 16.10.1	– T1: 8 Member States (3 in Africa) (systems) – T2: At least 61 Member States (11 in Africa) (responses) – T3: 1 global report on SDG 16.10.1
3. Number of UNESCO reports that <u>contribute to the monitoring of SDG indicator 16.10.2 on public access to information</u>	0 global report on SDG 16.10.2	– 1 global report on SDG 16.10.2	– 1 global report on SDG 16.10.2	– 1 global report on SDG 16.10.2
4. Number of Member States per year which are implementing approved IPDC media development projects and discussing media development; <u>and number of journalism education institutions which have used UNESCO's Model Curriculum on Journalism Education and new syllabi</u>	B1: 71 projects were approved for implementation in 2016 in 65 Member States (17 in Africa) B2: 1 IPDC Council per biennium and 1 IPDC Bureau meeting per year B3: 10 in 2016-2017 (4 in Africa)	– T1: At least 65 Member States (19 in Africa) – T2: 1 IPDC Council and 2 Bureau meetings, and 3 IPDC Talks – T3: 7 institutions (3 in Africa)	– T1: At least 65 Member States (19 in Africa) – T2: 1 IPDC Council and 2 Bureau meetings and 3 Open Talks – T3: 7 institutions (3 in Africa)	– T1: At least 65 Member States (19 in Africa) – T2: 1 IPDC Council and 2 Bureau meetings and 3 Open Talks, – T3: 9 institutions (4 in Africa)

Main line of action 2: Building knowledge societies through ICTs by enabling universal access to, and preservation of, information and knowledge

Expected Result 4: Capacities of Member States strengthened, through the implementation of the World Summit on the Information Society (WSIS) outcomes and of the Information for All Programme (IFAP), and the related normative framework

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Number of Member States which have taken measures to enhance <u>access to information including through linguistic diversity and multilingualism online, and through inclusive approaches for women and girls, persons with disabilities and other marginalized groups</u>	B1: 22 Member States (3 in Africa) <u>(multilingualism)</u> B2: Not available <u>(inclusive approaches)</u>	– T1: 30 Member States (7 in Africa, 1 SIDS) – T2: 15 Member States (4 in Africa)	– T1: 25 Member States (7 in Africa, 1 SIDS) – T2: 15 Member States (4 in Africa)	– T1: 25 Member States (7 in Africa, 1 SIDS) – T2: 15 Member States (4 in Africa)
2. Number of Member States <u>implementing capacity-building programmes related to digital skills, including on emerging technologies</u>	6 Member States	– 12 Member States (4 in Africa)	– 12 Member States (4 in Africa)	– 15 Member States (4 in Africa)
3. Number of new WSIS activities launched, <u>including to strengthen Internet Universality and to empower multi-stakeholder dialogue through platforms and support to Internet Governance Fora at the national, regional and international levels</u>	Not available	– 4 new WSIS activities launched	– 4 new WSIS activities launched	– 4 new WSIS activities launched

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
4. <u>Number of Member States where policies and/or strategies have been elaborated, and capacities built among stakeholders, on the ethical dimensions of knowledge societies (WSIS Action Line C10 and IFAP priority on information ethics)</u>	Not available	– 15 Member States (4 in Africa)	– 15 Member States (4 in Africa)	– 18 Member States (5 in Africa)

Expected Result 5: Member States have taken measures to promote universal access to information through open and inclusive solutions and innovative use of ICTs for sustainable development

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Number of Member States which have formulated policy frameworks and taken concrete measures towards universal access to information and knowledge, including <u>through Open Solutions, such as Open Access, Open Data and Open Science, and emerging technologies</u>	15 Member States (3 in Africa)	– 25 Member States (5 in Africa, 1 SIDS)	– 25 Member States (5 in Africa, 1 SIDS)	– 25 Member States (5 in Africa, 1 SIDS)
2. Number of Member States which have promoted quality and inclusive learning environments, including <u>through Open Educational Resources; and which have harnessed online, open and flexible learning for sustainable development</u>	B1: 10 Teacher Education Institutions (5 in Africa) B2: 5 Member States (1 in Africa, 2 SIDS)	– T1: 16 Teacher Education Institutions (7 in Africa, 1 SIDS) – T2: 10 Member States (3 in Africa, 1 SIDS)	– T1: 16 Teacher Education Institutions (7 in Africa, 1 SIDS) – T2: 10 Member States (3 in Africa, 1 SIDS)	– T1: 16 Teacher Education Institutions (7 in Africa, 1 SIDS) – T2: 10 Member States (3 in Africa, 1 SIDS)

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
3. <u>Number of Member States which have benefitted from resources and/or awareness raising on emerging technologies, including on artificial intelligence</u>	Not applicable	– <u>Not applicable</u>	– 30 Member States (5 in Africa)	– 35 Member States (7 in Africa)

Expected Result 6: Identification, preservation, access to and dissemination of documentary heritage have been strengthened globally and at the national level through the Memory of the World Programme

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Number of Member States where National Committees have been established	73 Member States	– 6 Member States	– 6 Member States	– 6 Member States
2. Number of new inscriptions in the Memory of the World Register	At least 30 new inscriptions (4 in Africa)	– At least 35 new inscriptions (5 in Africa)	– At least 35 new inscriptions (5 in Africa)	– At least 35 new inscriptions (6 in Africa)
3. Member States have strengthened safeguarding, preservation and accessibility of documentary heritage	B1: Not available B2: Not available	– T1: 6 Member States adopted and implemented the Recommendation concerning preservation of, and access to documentary heritage, including in digital form – T2: At least 3 capacity-building workshops conducted (1 in Africa)	– T1: 6 Member States adopted and implemented the Recommendation concerning preservation of, and access to documentary heritage, including in digital form – T2: At least 3 capacity-building workshops conducted (1 in Africa)	– T1: 6 Member States – T2: At least 3 workshops (1 in Africa)

UNESCO Institute for Statistics (UIS)

Management of Field Offices

**Supplementary funding for
the Field Network Reform**

II.B – Programme-related services

**II.C – Participation Programme
and Fellowships**

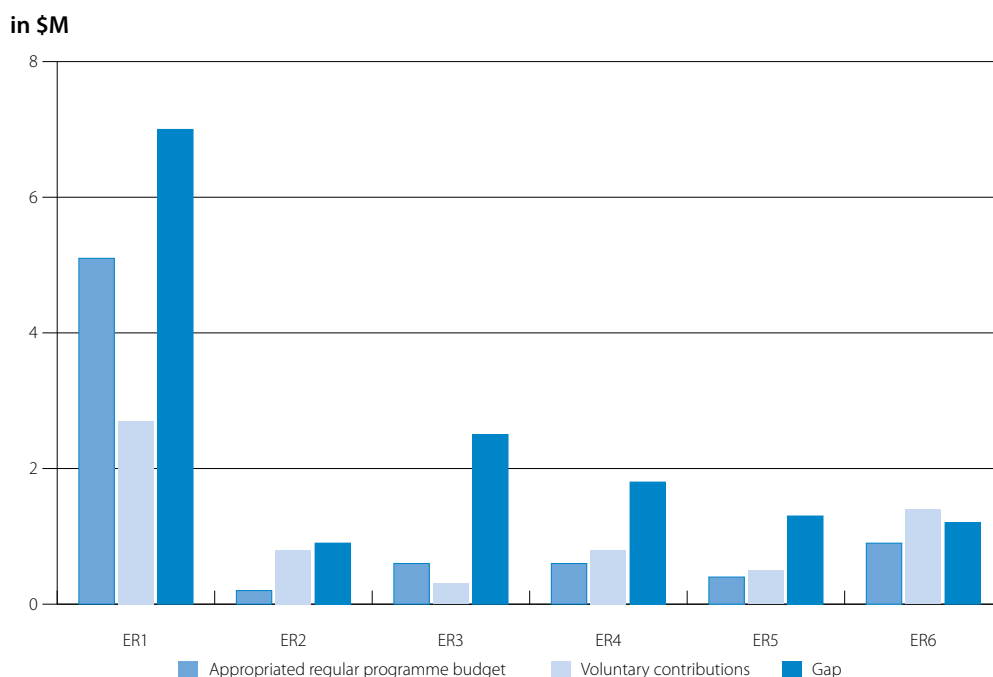
UNESCO Institute for Statistics (UIS)

UIS – 1 Integrated budget based on the Appropriated regular programme budget of \$507 million

Main line of action/Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated Regular Programme Budget ¹ \$507M	Special account for Management Costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Staff budget (established posts)		–	–	–	–	–	–	–	–
Operational budget									
MLA 1 Development of globally comparable education statistics	16 721 200		16 721 200	5 314 000	–	–	3 567 830	7 839 370	16 721 200
ER1 Timely and globally comparable data on education based on agreed norms, standards and methodologies is available to stakeholders including Members States to facilitate evidence-based policy formulation and monitoring progress towards SDG 4	14 781 400		14 781 400	5 079 600	–	–	2 724 525	6 977 275	14 781 400
ER2 Capacities of national statisticians supported in the production and use of national and globally comparable data on education	1 939 800		1 939 800	234 400	–	–	843 305	862 095	1 939 800
MLA 2 Development of globally comparable statistics on learning outcomes (LO)	3 473 100		3 473 100	625 200	–	–	324 348	2 523 552	3 473 100
ER3 International community including Member States produce high quality national and globally comparable data on learning outcomes under common standards, global content frameworks and harmonized criteria	3 473 100		3 473 100	625 200	–	–	324 348	2 523 552	3 473 100
MLA 3 Development of globally comparable statistics and indicators on science, culture and communication (SCC)	5 356 400		5 356 400	1 016 000	–	–	1 232 523	3 107 877	5 356 400
ER4 Timely and globally comparable data on science, culture and communication, based on agreed norms, standards and methodologies is available to stakeholders including to Member States to facilitate evidence-based policy formulation and monitoring progress towards SDGs	3 173 100		3 173 100	625 200	–	–	778 436	1 769 464	3 173 100
ER5 Capacities of national statisticians supported in the production and use of national and globally comparable data on science, culture and communication	2 183 300		2 183 300	390 800			454 087	1 338 413	2 183 300
MLA 4 Reinforcement of cross-cutting statistical activities	3 462 900		3 462 900	859 600	–	–	1 362 262	1 241 038	3 462 900
ER6 Access to and dissemination of UIS data on education, science, culture and communication are improved at global and regional level	3 462 900		3 462 900	859 600	–	–	1 362 262	1 241 038	3 462 900
Subtotal, Operational budget	29 013 600	–	29 013 600	7 814 800	–	–	6 486 964	14 711 836	29 013 600
Total, UIS	29 013 600	–	29 013 600	7 814 800	–	–	6 486 964	14 711 836	29 013 600

¹ The Appropriated regular programme budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Total operational budget by expected result
Appropriated regular programme budget, Voluntary contributions and Gap
(Appropriated regular budget of \$507M)



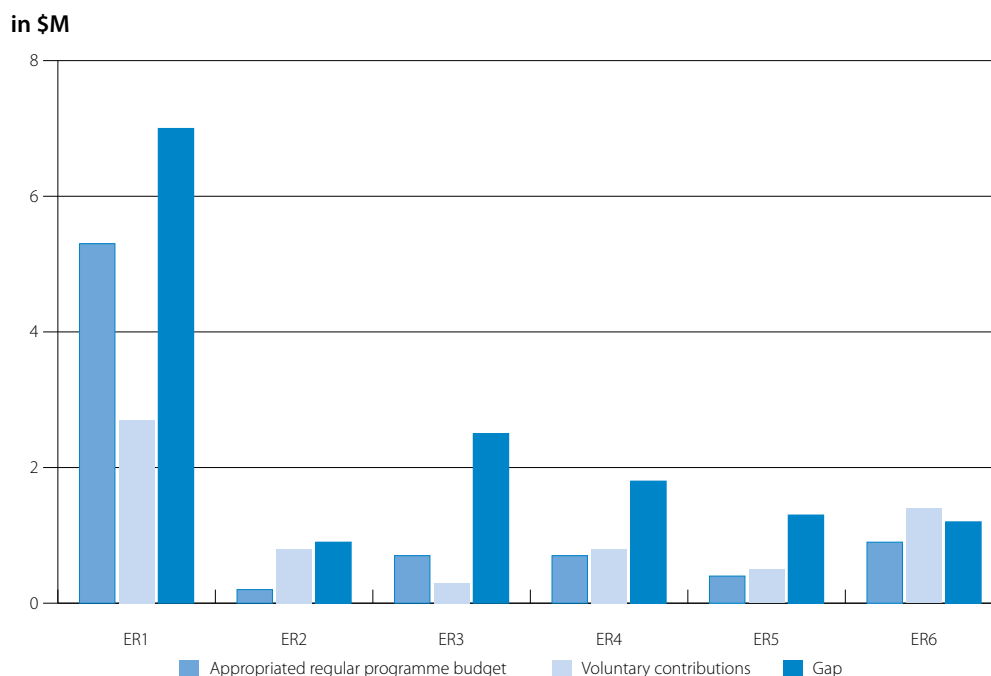
UIS – 2 Integrated budget based on the Appropriated regular programme budget of \$518 million / \$523.6 million

Main line of action /Expected result (ER)		Breakdown by operational and staff budget		Breakdown by source of funds					Total	
		Operational budget	Staff budget	Total	Appropriated regular programme budget¹ \$518M/ \$523.6M	Special account for Management Costs	Revenue generating funds	Voluntary contributions		Gap
		\$	\$	\$	\$	\$	\$	\$	\$	
Staff budget (established posts)			–	–	–	–	–	–	–	
Operational budget										
MLA 1	Development of globally comparable education statistics	16 979 800		16 979 800	5 572 600	–	–	3 567 830	7 839 370	16 979 800
ER1	Timely and globally comparable data on education based on agreed norms, standards and methodologies is available to stakeholders including Members States to facilitate evidence-based policy formulation and monitoring progress towards SDG 4	15 028 500		15 028 500	5 326 700	–	–	2 724 525	6 977 275	15 028 500
ER2	Capacities of national statisticians supported in the production and use of national and globally comparable data on education	1 951 300		1 951 300	245 900	–	–	843 305	862 095	1 951 300
MLA 2	Development of globally comparable statistics on learning outcomes (LO)	3 503 500		3 503 500	655 600	–	–	324 348	2 523 552	3 503 500
ER3	International community including Member States produce high quality national and globally comparable data on learning outcomes under common standards, global content frameworks and harmonized criteria	3 503 500		3 503 500	655 600	–	–	324 348	2 523 552	3 503 500

¹ Under the \$518M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds. Under the \$523.6M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Main line of action /Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$518M/ \$523.6M	Special account for Management Costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
MLA 3 Development of globally comparable statistics and indicators on science, culture and communication (SCC)	5 405 700		5 405 700	1 065 300	–	–	1 232 523	3 107 877	5 405 700
ER4 Timely and globally comparable data on science, culture and communication, based on agreed norms, standards and methodologies is available to stakeholders including to Member States to facilitate evidence-based policy formulation and monitoring progress towards SDGs	3 203 500		3 203 500	655 600	–	–	778 436	1 769 464	3 203 500
ER5 Capacities of national statisticians supported in the production and use of national and globally comparable data on science, culture and communication	2 202 200		2 202 200	409 700			454 087	1 338 413	2 202 200
MLA 4 Reinforcement of cross-cutting statistical activities	3 504 800		3 504 800	901 500	–	–	1 362 262	1 241 038	3 504 800
ER6 Access to and dissemination of UIS data on education, science, culture and communication are improved at global and regional level	3 504 800		3 504 800	901 500	–	–	1 362 262	1 241 038	3 504 800
Subtotal, Operational budget	29 393 800	–	29 393 800	8 195 000	–	–	6 486 964	14 711 836	29 393 800
Total, UIS	29 393 800	–	29 393 800	8 195 000	–	–	6 486 964	14 711 836	29 393 800

Total operational budget by expected result
Appropriated regular programme budget, Voluntary contributions and Gap
(Appropriated regular programme budget of \$518M/\$523.6M)



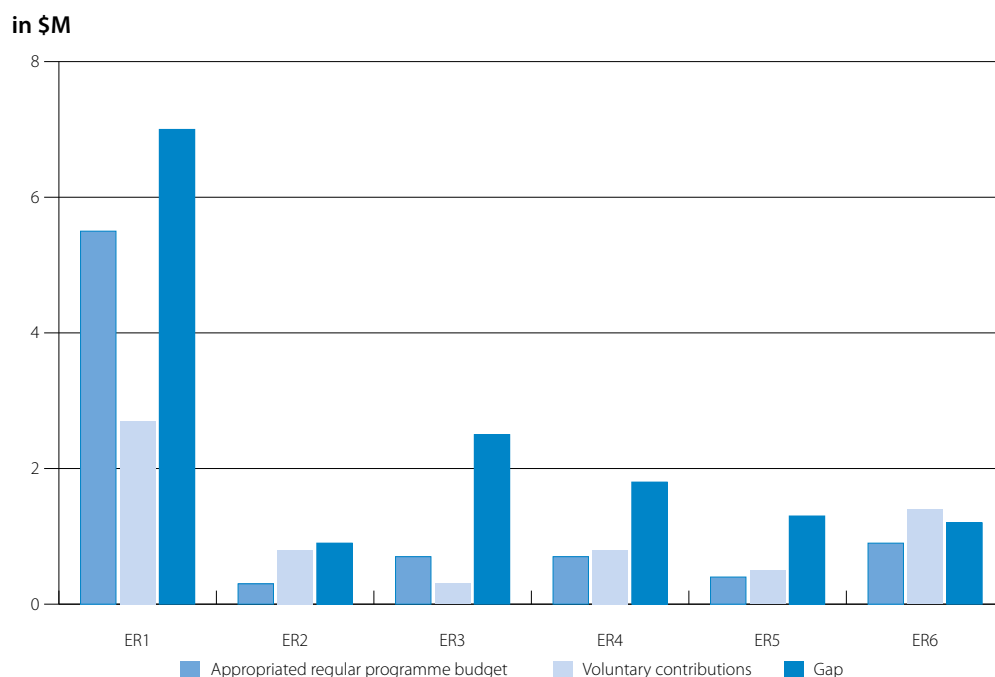
¹ Under the \$518M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds. Under the \$523.6M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

UIS – 3 Integrated budget based on the Appropriated regular programme budget of \$534.6 million

Main line of action/Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for Management Costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Staff budget (established posts)			-	-	-	-	-	-	-
Operational budget									
MLA 1 Development of globally comparable education statistics	17 134 800		17 134 800	5 727 600	-	-	3 567 830	7 839 370	17 134 800
ER1 Timely and globally comparable data on education based on agreed norms, standards and methodologies is available to stakeholders including Members States to facilitate evidence-based policy formulation and monitoring progress towards SDG 4	15 176 700		15 176 700	5 474 900	-	-	2 724 525	6 977 275	15 176 700
ER2 Capacities of national statisticians supported in the production and use of national and globally comparable data on education	1 958 100		1 958 100	252 700	-	-	843 305	862 095	1 958 100
MLA 2 Development of globally comparable statistics on learning outcomes (LO)	3 521 700		3 521 700	673 800	-	-	324 348	2 523 552	3 521 700
ER3 International community including Member States produce high quality national and globally comparable data on learning outcomes under common standards, global content frameworks and harmonized criteria	3 521 700		3 521 700	673 800	-	-	324 348	2 523 552	3 521 700
MLA 3 Development of globally comparable statistics and indicators on science, culture and communication (SCC)	5 435 400		5 435 400	1 095 000	-	-	1 232 523	3 107 877	5 435 400
ER4 Timely and globally comparable data on science, culture and communication, based on agreed norms, standards and methodologies is available to stakeholders including to Member States to facilitate evidence-based policy formulation and monitoring progress towards SDGs	3 221 700		3 221 700	673 800	-	-	778 436	1 769 464	3 221 700
ER5 Capacities of national statisticians supported in the production and use of national and globally comparable data on science, culture and communication	2 213 700		2 213 700	421 200			454 087	1 338 413	2 213 700
MLA 4 Reinforcement of cross-cutting statistical activities	3 529 800		3 529 800	926 500	-	-	1 362 262	1 241 038	3 529 800
ER6 Access to and dissemination of UIS data on education, science, culture and communication are improved at global and regional level	3 529 800		3 529 800	926 500	-	-	1 362 262	1 241 038	3 529 800
Subtotal, Operational budget	29 621 700	-	29 621 700	8 422 900	-	-	6 486 964	14 711 836	29 621 700
Total, UIS	29 621 700	-	29 621 700	8 422 900	-	-	6 486 964	14 711 836	29 621 700

¹ The Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Total operational budget by expected result
Appropriated regular programme budget, Voluntary contributions and Gap
(Appropriated regular programme budget of \$534.6M)



07001

In 2020-2021, the Institute will continue working along its three pillars, as determined by the Medium-Term Strategy (2017-2022): methodological development, data production, and outreach. The main efforts will focus on providing the methodologies and data needed for SDG monitoring within areas relevant to UNESCO, in particular, SDG 4, as mandated by the Education 2030 Framework for Action, but also SDGs 9, 11, and 16. Capacity development will also remain an important part of UIS work, with emphasis on innovative modalities of engagement with stakeholders. This will include developing various on-line tools and training materials, as well as providing webinars and online tutorials.

07002

To reflect the above adjustments and ensure a better-adapted and streamlined work structure, the UIS has revised and refined some of its expected results, and associated performance indicators and targets under its four main lines of action (MLAs). To this end, a number of indicators have been merged in order to avoid overly granular description and repetition. In addition, certain programmatic targets have been redefined to facilitate more evidence-based monitoring and reporting, while, in a few cases, other programmatic targets set initially for 2019 have been revised and adjusted to provide coherent transition from 39 C/5 to 40 C/5.

07003

More specifically, for expected results 1 and 2 under MLA 1 (education statistics), performance indicators and related targets have been revised to refer more clearly to the development of indicators for SDG 4 monitoring, which is recognized as the core task for the Institute. Under MLA 2 (learning outcomes), expected result 3, the number of performance indicators has been reduced to keep a clear focus on the three main deliverables (methodologies, tools, and data) within a very vast and complicated process that involves multiple steps and actions of a technical and political nature. Under MLA 3 (statistics on science, culture and communication), expected result 4, two new indicators have been introduced, replacing those defined previously in the 39 C/5, in order to highlight the new SDG activities and to provide a more meaningful, yet concise measure of success. Lastly, under MLA 4, the

indicators and targets for expected result 6 have been reduced and reformulated to clearly demonstrate the targets of UIS efforts in data outreach.

07004

Under the \$534.6 million scenario, UIS allocation would be slightly improved allowing the UIS to strengthen its core work, particularly regarding methodologies for education statistics and data production (see expected result 1). This work directly corresponds to the mandate given to the UIS by the Education 2030 Framework for Action.

07005

In the event of a \$507 million scenario, UIS allocation would be at a lower level than that of the 39 C/5 and would impact the Institute capacity to deliver adequately on its core mandate, putting at risk the Institute's global position and role in monitoring the achievement of the a number of SDGs, particularly SDG 4.

Main line of action 1: Development of globally comparable education statistics¹

Expected result 1: Timely and globally comparable data on education based on agreed norms, standards and methodologies is available to stakeholders including Members States to facilitate evidence-based policy formulation and monitoring progress towards SDG 4

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Global and thematic indicator frameworks developed for SDG 4 – Education 2030 monitoring and reporting	B1: 29 thematic education indicators for monitoring SDG 4 recommended for reporting in 2017	<ul style="list-style-type: none"> – T1: 32 thematic education indicators for monitoring SDG 4 recommended by the TCG for reporting in 2019 – T2: 12 additional education indicators included in expanded frameworks 	<ul style="list-style-type: none"> – T1: 11 global indicators for monitoring of and reporting on SDG 4 developed – T2: 30 thematic indicators (excluding global indicators) for monitoring of and reporting on SDG 4 developed 	<ul style="list-style-type: none"> – T1: 11 global indicators for monitoring of and reporting on SDG 4 developed – T2: 30 thematic indicators (excluding global indicators) for monitoring of and reporting on SDG 4 developed
2. Methodological resources for education statistics are regularly produces for Member States and global stakeholders	B1: 3 methodological documents on education statistics (manuals, guidebooks, technical reports) produced per year.	<ul style="list-style-type: none"> – T1: At least 3 methodological documents on education statistics (manuals, guidebooks, technical reports) produced per year 	<ul style="list-style-type: none"> – T1: At least 3 methodological documents on education statistics (manuals, guidebooks, technical reports) produced per year 	<ul style="list-style-type: none"> – T1: At least 4 methodological documents on education statistics (manuals, guidebooks, technical reports) produced per year

¹ Adjustments (compared to 39 C/5 Approved) are underlined. Baselines will be further adjusted at the end of 2019.

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
3. <u>A wide range of relevant, timely, reliable and comprehensive education data are available via the UIS Data Centre</u>	<p><u>B1: 1 annual education data release and 1 data refresh covering administrative, household surveys, and educational attainment data</u></p> <p><u>B2: 1 biennial literacy data release</u></p> <p><u>B3: Data available in UIS Data Centre for 32 of 43 thematic SDG 4 indicators with rate of coverage: 45%</u></p> <p><u>B4: 9 indicators disaggregated by sex, location and wealth in the UIS Data Centre. No indicators are disaggregated by disability status</u></p>	<p>– <u>T1: 1 annual education data release and 1 data refresh covering administrative, household survey, and educational attainment data.</u></p> <p>– <u>T2: 1 biennial literacy data release (2019)</u></p> <p>– <u>T3: Data available in UIS Data Centre for 40 of 43 thematic SDG 4 indicators with rate of coverage 50%.</u></p> <p>– <u>T4: 12 education indicators in UIS Data Centre disaggregated by sex, location and (where possible) wealth, disability status and other dimensions.</u></p>	<p>– T1: 1 annual education data release and 1 data refresh covering administrative, household survey, and educational attainment data.</p> <p>– T2: 1 biennial literacy data release (2021).</p> <p>– T3: Data available in UIS Data Centre for 40 of 43 thematic SDG 4 indicators with rate of coverage 50%.</p> <p>– T4: 12 education indicators in UIS Data Centre disaggregated by sex, location and (where possible) wealth, disability status and other dimensions.</p>	<p>– T1: 1 annual education data release and 1 data refresh covering administrative, household survey, and educational attainment data.</p> <p>– T2: 1 biennial literacy data release (2021).</p> <p>– T3: Data available in UIS Data Centre for 40 of 43 thematic SDG 4 indicators with rate of coverage 55%.</p> <p>– T4: 15 education indicators in UIS Data Centre disaggregated by sex, location and (where possible) wealth, disability status and other dimensions.</p>

Expected result 2: Capacities of national statisticians supported in the production and use of national and globally comparable data on education

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Number of national statisticians trained to collect, analyse, use and report education statistics as a result of global and regional training activities	B1: 285 national statisticians trained in 2016	– T1: 250 national statisticians trained per year	– T1: 250 national statisticians trained per year.	– T1: 250 national statisticians trained per year.

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
2. Online statistical training tools <u>including webinars and video tutorials</u> developed by the UIS and made available to Member States	B1: none	– T1: 3 online statistical training tools	– T1: At least 5 online statistical training tools	– T1: At least 5 online statistical training tools

Main line of action 2: Development of globally comparable statistics on learning outcomes (LO)

Expected result 3: International community including Member States produce high quality national and globally comparable data on learning outcomes under common standards, global content frameworks and harmonized criteria

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Number of methodological resources <u>available to measure and report learning</u>	B1: Two information papers published	– T1: 5 methodological resources produced	– T1: 9 methodological resources produced	– T1: 10 methodological resources produced
2. Number of tools available to assess <u>national</u> learning assessment systems	B1: One tool available; Catalogue 1.0 with a database including 34 countries	– T1: 4 tools available	– T1: 5 tools available	– T1: 5 tools available
3. <u>Number of Members States for which data on SDG indicator 4.1.1 is available in the UIS Data Centre</u>	B1: Currently no database with cross-nationally comparable data on learning outcomes	– T1: 40 to 60 Member States	– T1: 70 Member States	– T1: 70 Member States

Main line of action 3: Development of globally comparable statistics and indicators on science, culture and communication (SCC)

Expected result 4: Timely and globally comparable data on science, culture and communication, based on agreed norms, standards and methodologies is available to stakeholders including to Member States to facilitate evidence-based policy formulation and monitoring progress towards SDGs

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Number of methodological documents produced to support the development of STI, cultural and CI statistics globally	B1: 2 technical papers on STI, 1 report on culture and 1 technical paper on CI produced in 2016	– T1: At least 3 additional resources produced	– T1: 2 documents for STI – T2: 2 documents for CLT – T3 : 1 document for CI	– T1: 2 documents for STI – T2: 2 documents for CLT – T3 : 1 document for CI
2. Number of <u>methodological resources produced for monitoring indicators for SDG 9, SDG 11, SDG 16</u>	Thematic STI indicators for Sustainable Development initiated	– T1: 2 resources produced	– T1: 3 resources produced	– T1: 3 resources produced
3. Number of data <u>collection operations, implemented to provide internationally comparable and timely data on SCC</u>	B1: 5 operations run biennially	– T1: At least 6 operations run during the biennium	– T1: At least 8 operations run during the biennium – T2: At least 2 of them are new collections to provide data for SDG monitoring	– T1: At least 8 operations run during the biennium – T2: At least 2 of them are new collections to provide data for SDG monitoring

Expected result 5: Capacities of national statisticians supported in the production and use of national and globally comparable data on science, culture and communication

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. Number of Member States supported via various modalities of engagement for SCC data collection, reporting and use	B1: 40	– T1: At least 20 annually	– T1: At least 20 annually	– T1: At least 20 annually

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

Expected result 6: Access to and dissemination of UIS data on education, science, culture and communication are improved at global and regional level

Performance indicators	Baselines 2016-2017	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
		\$518M Expenditure Plan	\$518M	\$534.6M
1. UIS website including Data Centre regularly enhanced and updated	B1: UIS website in English; UIS Data API, and Data Centre bilingual; eAtlas multilingual B1: Enhanced every 3-5 years B1: 2 new products introduced per year B1: No data Centre	<ul style="list-style-type: none"> – T1: UIS website made bilingual (English and French) and key data products are multilingual – T2: Enhancements introduced twice per year. – T3: At least one new data product introduced per year. – T4: New Data Centre launched in 2018 	<ul style="list-style-type: none"> – T1: UIS website and Data Centre made bilingual (English and French) and key data products are multilingual – T2: Enhancements introduced at least twice per year 	<ul style="list-style-type: none"> – T1: UIS website and Data Centre made bilingual (English and French) and key data products are multilingual – T2: Enhancements introduced at least twice per year
2. Number of regional/ subregional normative documents incorporate UIS-developed concepts, frameworks, and guidelines	B1: n.a.	– T1: 4 documents	– T1: 5 documents	– T1: 5 documents
3. UIS analytical publications and products produced and promoted among various audiences	B1: SDG Data Digest published first in 2016 B1: UIS data blogs published since late 2016	– T1: Annual SDG Data Digest produced	<ul style="list-style-type: none"> – T1: Annual SDG Data digest produced and promoted at least 5 high-level events and via digital channels – T2: UIS data blogs regularly published with at least 10 featured on partner websites a year 	<ul style="list-style-type: none"> – T1: Annual SDG Data digest produced and promoted at least 5 high-level events and via digital channels – T2: UIS data blogs regularly published with at least 10 featured on partner websites a year

Part II.A – Management of Field Offices

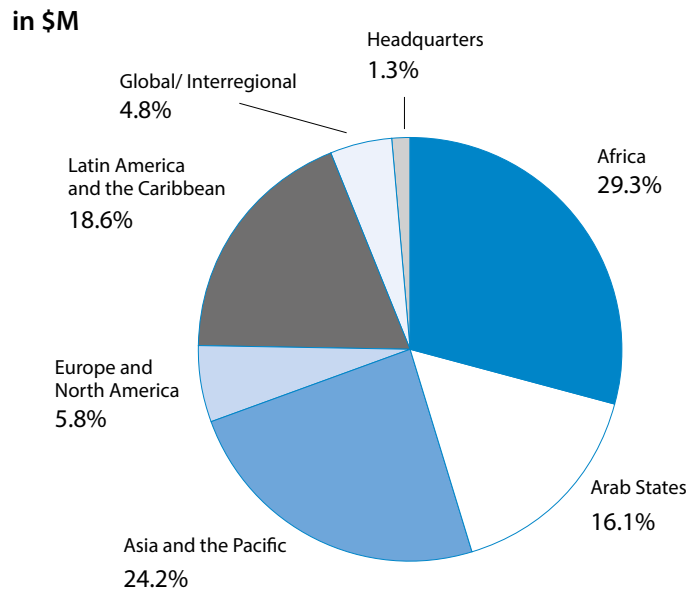
Field – 1 Integrated budget based on the Appropriated regular programme budget of \$507 million, \$518 million and \$523.6 million

Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					Total
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$507M/\$518M/\$523.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	
			\$	\$	\$	\$	\$	\$	\$
ER 1 Responsiveness and sustainability of the field network enhanced	–	24 065 900	24 065 900	24 065 900	–	–	–	–	24 065 900
ER 2 Sustainability of the field network strengthened through an enhanced financial management and administration network and by addressing existing and emerging needs	29 240 600	31 855 900	61 096 500	58 959 400	–	141 800	1 995 300	–	61 096 500
ER 3 UNESCO field offices mobilize a higher volume of resources from decentralized donors	4 600 000	–	4 600 000	4 400 000	–	–	–	200 000	4 600 000
Total, Management of Field Offices	33 840 600	55 921 800	89 762 400	87 425 300	–	141 800	1 995 300	200 000	89 762 400

Region/Headquarters	Integrated budget breakdown by region				Breakdown by source of funds					Total
	Field offices operating costs	Field Management of decentralized programme (staff)	Total		Appropriated regular programme budget ¹ \$507M/\$518M/\$523.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	
	\$	\$	\$	%	\$	\$	\$	\$	\$	\$
Africa	10 341 100	16 000 500	26 341 600	29.3%	25 854 300	–	59 000	428 300	–	26 341 600
Arab States	4 507 000	9 906 600	14 413 600	16.1%	13 320 100	–	82 800	1 010 700	–	14 413 600
Asia and the Pacific	8 382 000	13 303 300	21 685 300	24.2%	21 255 700	–	–	429 600	–	21 685 300
Europe and North America	1 569 200	3 631 900	5 201 100	5.8%	5 178 900	–	–	22 200	–	5 201 100
Latin America and the Caribbean	4 753 300	11 933 900	16 687 200	18.6%	16 582 700	–	–	104 500	–	16 687 200
Global / Interregional	4 288 000	–	4 288 000	4.8%	4 088 000	–	–	–	200 000	4 288 000
Total, Field	33 840 600	54 776 200	88 616 800	98.7%	86 279 700	–	141 800	1 995 300	200 000	88 616 800
Headquarters	–	1 145 600	1 145 600	1.3%	1 145 600	–	–	–	–	1 145 600
Total, Management of Field Offices	33 840 600	55 921 800	89 762 400	100.0%	87 425 300	–	141 800	1 995 300	200 000	89 762 400

1 Under the \$518M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds. Under the \$507M and \$523.6M scenarios, the Appropriated regular programme budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Integrated Budget



Field – 2 Integrated budget based on the Appropriated regular programme budget of \$507 million, \$518 million and \$523.6 million

Items of expenditure	Breakdown by operational and staff budget			Breakdown by source of funds					Total
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$507M/\$518M/\$523.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	
	\$	\$	\$	\$	\$	\$	\$	\$	\$
1. Field Management of decentralized programmes									
Staff (established posts)		55 921 800	55 921 800	55 921 800	–	–	–	–	55 921 800
2. Field office operating costs									
I. Field office operating costs	–		–	–	–	–	–	–	–
Temporary assistance	7 927 600		7 927 600	7 927 600	–	–	–	–	7 927 600
Delegates & external individual missions	–		–	–	–	–	–	–	–
Staff mission costs	1 762 100		1 762 100	1 762 100	–	–	–	–	1 762 100
Consultants and experts' costs	638 000		638 000	638 000	–	–	–	–	638 000
Contracted services	1 140 600		1 140 600	1 140 600	–	–	–	–	1 140 600
External training, grants and other transfers	640 000		640 000	640 000	–	–	–	–	640 000
Supplies, consumables and other running costs	19 500 300		19 500 300	19 358 500	–	141 800	–	–	19 500 300
Other expenses	2 232 000		2 232 000	36 700	–	–	1 995 300	200 000	2 232 000
Total, Field office operating costs	33 840 600	–	33 840 600	31 503 500	–	141 800	1 995 300	200 000	33 840 600
Total, Management of Field Offices	33 840 600	55 921 800	89 762 400	87 425 300	–	141 800	1 995 300	200 000	89 762 400

¹ Under the \$518M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds. Under the \$507M and \$523.6M scenarios, the Appropriated regular programme budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Field – 1 Integrated budget based on the Appropriated regular programme budget of \$534.6 million

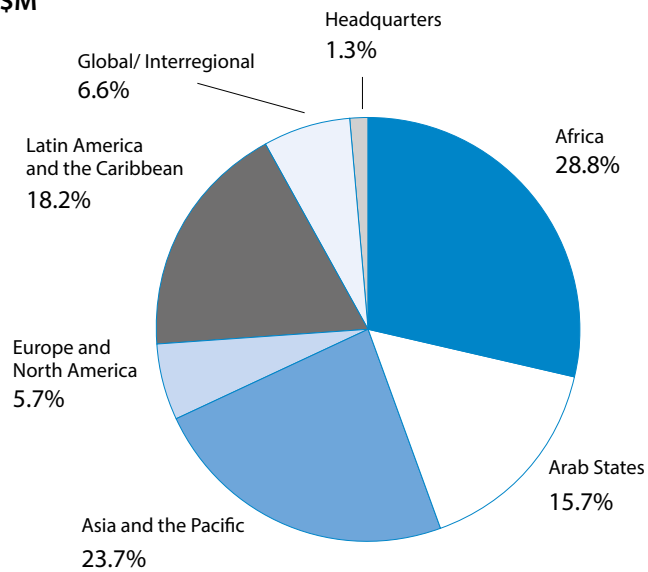
Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
			\$	\$	\$	\$	\$	\$	\$
ER 1 Responsiveness and sustainability of the field network enhanced	–	24 065 900	24 065 900	24 065 900	–	–	–	–	24 065 900
ER 2 Sustainability of the field network strengthened through an enhanced financial management and administration network and by addressing existing and emerging needs	30 997 100	31 855 900	62 853 000	60 715 900	–	141 800	1 995 300	–	62 853 000
ER 3 UNESCO field offices mobilize a higher volume of resources from decentralized donors	4 600 000		4 600 000	4 400 000	–	–	–	200 000	4 600 000
Total, Management of Field Offices	35 597 100	55 921 800	91 518 900	89 181 800	–	141 800	1 995 300	200 000	91 518 900

Region/Headquarters	Integrated budget breakdown by region				Breakdown by source of funds					
	Field offices operating costs	Field Management of decentralized programme (staff)	Total		Appropriated regular programme budget ¹ \$534.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	%	\$	\$	\$	\$	\$	\$
Africa	10 341 200	16 000 400	26 341 600	28.8%	25 854 300	–	59 000	428 300	–	26 341 600
Arab States	4 506 900	9 906 700	14 413 600	15.7%	13 320 100	–	82 800	1 010 700	–	14 413 600
Asia and the Pacific	8 382 000	13 303 300	21 685 300	23.7%	21 255 700	–	–	429 600	–	21 685 300
Europe and North America	1 569 200	3 631 900	5 201 100	5.7%	5 178 900	–	–	22 200	–	5 201 100
Latin America and the Caribbean	4 753 300	11 933 900	16 687 200	18.2%	16 582 700	–	–	104 500	–	16 687 200
Global / Interregional	6 044 500	–	6 044 500	6.6%	5 844 500	–	–	–	200 000	6 044 500
Total, Field	35 597 100	54 776 200	90 373 300	98.7%	88 036 200	–	141 800	1 995 300	200 000	90 373 300
Headquarters	–	1 145 600	1 145 600	1.3%	1 145 600	–	–	–	–	1 145 600
Total, Management of Field Offices	35 597 100	55 921 800	91 518 900	100.0%	89 181 800	–	141 800	1 995 300	200 000	91 518 900

1 Under the \$534.6M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Integrated Budget

in \$M



Field – 2 Integrated budget based on the Appropriated regular programme budget of \$534.6 million

Items of expenditure	Breakdown by operational and staff budget			Breakdown by source of funds					Total
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	
	\$	\$	\$	\$	\$	\$	\$	\$	\$
1. Field Management of decentralized programmes									
Staff (established posts)		55 921 800	55 921 800	55 921 800	–	–	–	–	55 921 800
2. Field office operating costs									
I. Field office operating costs	–		–	–	–	–	–	–	–
Temporary assistance	7 927 600		7 927 600	7 927 600	–	–	–	–	7 927 600
Delegates & external individual missions	–		–	–	–	–	–	–	–
Staff mission costs	1 762 100		1 762 100	1 762 100	–	–	–	–	1 762 100
Consultants and experts' costs	638 000		638 000	638 000	–	–	–	–	638 000
Contracted services	1 140 600		1 140 600	1 140 600	–	–	–	–	1 140 600
External training, grants and other transfers	640 000		640 000	640 000	–	–	–	–	640 000
Supplies, consumables and other running costs	21 256 800		21 256 800	21 115 000	–	141 800	–	–	21 256 800
Other expenses	2 232 000		2 232 000	36 700	–	–	1 995 300	200 000	2 232 000
Total, Field office operating costs	35 597 100	–	35 597 100	33 260 000	–	141 800	1 995 300	200 000	35 597 100
Total, Management of Field Offices	35 597 100	55 921 800	91 518 900	89 181 800	–	141 800	1 995 300	200 000	91 518 900

¹ Under the \$534.6M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

- 08001** As the relevance and depth of UNESCO's action depends to a large degree on its field-level experience and expertise, the Organization will continue its efforts to work closer to the field. It will further strengthen its operational culture and enhance the management of field operations in order to efficiently assist Member States in the implementation of the sustainable development goals of Agenda 2030, while ensuring alignment with the UN system wide field reform and administrative processes, in particular as regards the UN Development System (UNDS).
- 08002** Corresponding action will be taken in line with the Organization's reform process, in particular as regards strategic transformation of the global presence, and will take into account the relevant decisions of the Executive Board and resolutions of the General Conference. The consultations with Member States and Regional Groups will continue all through the process.
- 08003** In the 40 C/5, three expected results are proposed under this appropriation line:
- Expected result 1 – Responsiveness and sustainability of the field network enhanced is coordinated by the Sector for Priority Africa and External Relations (PAX). The budget for this ER pertains to the costs of posts of Directors and Heads of Offices in the Field.
 - Expected result 2: Sustainability of the field network strengthened ... is coordinated by the Bureau of Financial Management within the Sector for Administration and Management (ADM). The budget for this ER mainly pertains to the operational running costs of the field offices and for the costs of administrative posts.
 - Expected result 3: UNESCO field offices mobilize a higher volume of resources from decentralized donors is coordinated by the Bureau of Strategic Planning. The budget for this ER covers the costs of Regional Resource Mobilization Officers, the costs of regional structured financing dialogues, training for field staff, and to the extent possible additional funds for field offices to assist in their resources mobilization efforts.
- 08004** Responsibility for coordination functions and backstopping to the Directors and Heads of field offices is placed under the Sector for Priority Africa and External Relations (PAX), consist of ensuring , inter-alia, effective and efficient functioning of the offices in full application of accountability and reporting lines including by:
1. Contributing to consolidated and coherent Headquarters responses to field offices' concerns and actions;
 2. Monitoring and maintaining a coherent staffing contingent of directors/heads of field offices; and
 3. Ensuring performance assessment of directors/heads of field offices based upon key expected results, performance objectives and indicators related to main aspects of their functions.
- 08005** The Bureau of Financial Management (BFM) is a corporate service in the Sector for Administration (ADM), managed by the Chief Financial Officer (CFO). BFM shall ensure a coordinated operational support mechanism to the field offices including the staffing of administrative units. This will cover management and monitoring of the Field Office running costs, providing operational guidance to the field offices and implementation of audit recommendations. It will identify emerging risks in terms of budget and internal control, monitor risks and propose mitigation measures. The existing administrative platforms in the field will be streamlined and feasibility of setting up of new platforms will be assessed. BFM will apply a coherent approach and propose mechanisms to address evolving needs in the field. The administrative capacities of the field offices will be further reinforced to ensure optimal programme delivery. BFM will facilitate strengthening the collaboration between field offices by establishing a monitoring and backstopping mechanism of the regional offices over national offices, starting in Africa region with further implementation in other regions. BFM will take an active role in

the United Nations system-wide reform process covering the financial and budgetary aspects as well as harmonization of business practices, such as business operations strategy (BOS) by providing guidance to Field Offices to facilitate its implementation and understanding at the UN country team (UNCT) level.

08006 Due to budgetary constraints under the regular budget, combined with increasing costs, the amount assigned to the field administrative budget would imply a deficit, especially under the lower IBF scenarios (which include regular budgets of \$507 million, \$518 million and \$523.6 million); which if not funded, will impact the operational capacity of offices including the capacity to participate in the UN Reform. There is limited flexibility in the activities budget which covers the operating costs of the field offices. It is based on the conditions set out on the seat agreements and the situation known at the decision time. The field management should have flexibility to cover any arising financial liability to sustain field office presence. The field structure is changing due to the growing number of countries opting for a UN house accommodation of UN agencies where UNESCO is bound to join. UNESCO contributes to the common shared services costs, which is much more expensive than the rent-free premises arrangement provided by host country. Furthermore, alignment of salaries scales of temporary assistance contracts with that of UNDP grids translates into additional costs. The 39 C/5 field staffing structure envisaged regional support for areas highlighted through audits and deficits, if not funded, will impact this support.

08007 UNESCO Field Offices have a critical role to play in resource mobilization for the Organization and represent about 55% of the resources mobilized. In particular, UNESCO field offices are well placed to tap into the high percentage of ODA which is decentralized as 'Country Programmable Aid' and negotiated locally, especially in LDCs and fragile states. UNESCO field offices are also well placed to tap into domestic finance from public and private sectors for the achievement of the Sustainable Development Goals on the territory of countries served by UNESCO field offices.

08008 In this relation, taking into account Recommendation number 7 of the External Auditor in the Audit on the mobilization of Extrabudgetary resources (202 EX/32 INF) which recommends that Headquarters "make available to largest field offices staff specifically trained in the mobilization of resources from donors" and building on the pilot undertaken in the context of the Strategic Transformation to create 5 positions of UNESCO resource mobilization officers in selected UNESCO field offices, the Bureau of Strategic Planning will continue efforts to strengthen resource mobilization by UNESCO field offices. This will be done through the placement of resource mobilization officers in selected UNESCO field offices, targeted capacity building, support for upstream programme design and donor outreach, structured financing dialogues and other donor consultations and tools and resources to strengthen communication for resource mobilization.

Expected result 1 – Responsiveness and sustainability of the field network enhanced

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M/ \$518M / \$523.6M	\$534.6M
1. Field network managed in accordance with the Organization's priorities and decisions of the governing bodies	– Field network operating in a sustainable manner; the effectiveness and efficiency of field offices regularly monitored and adjusted as required	– Field network operating in a sustainable manner; the effectiveness and efficiency of field offices regularly monitored and adjusted as required	– Field network operating in a sustainable manner; the effectiveness and efficiency of field offices regularly monitored and adjusted as required
2. Effective support to Directors/ Heads of Field Offices provided through backstopping, monitoring and coordination	– Field offices supported and provided with guidance and advice as needed	– Field offices supported and provided with guidance and advice as needed	– Field offices supported and provided with guidance and advice as needed
3. Performance assessment of all Directors/ Heads of Field Offices completed	– Performance of all Directors/Heads of field offices assessed and reported by the end of each assessment cycle	– Performance of all Directors/Heads of field offices assessed and reported by the end of each assessment cycle	– Performance of all Directors/Heads of field offices assessed and reported by the end of each assessment cycle

Expected result 2: Sustainability of the field network strengthened through an enhanced financial management and administration network and by addressing existing and emerging needs

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M/ \$518M / \$523.6M	\$534.6M
1. Set up of criteria for resourcing offices on existing and emerging needs	<ul style="list-style-type: none"> – Identifying emerging risks in terms of budgets and internal controls and proposing mitigating measures including escalation to appropriate audit/ investigation or policy units – Monitoring of internal control risks through financial management dashboards 	<ul style="list-style-type: none"> – Identifying emerging risks in terms of budgets and internal controls and proposing mitigating measures including escalation to appropriate audit/ investigation or policy units – Monitoring of internal control risks through financial management dashboards 	<ul style="list-style-type: none"> – Identifying emerging risks in terms of budgets and internal controls and proposing mitigating measures including escalation to appropriate audit/ investigation or policy units – Monitoring of internal control risks through financial management dashboards

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M/ \$518M / \$523.6M	\$534.6M
2. Streamline the administrative platforms (Amman based, field office and institute)	<ul style="list-style-type: none"> – Rationalize and finalize the Amman-Iraq administrative platform – Review and complete the IICBA-Addis Ababa, MGIEP-New Delhi and ICTP-TWAS offices administrative platforms based on lesson learnt from the Amman-Iraq platform 	<ul style="list-style-type: none"> – Complete the IICBA-Addis Ababa, MGIEP-New Delhi and ICTP-TWAS offices administrative platforms based on lesson learnt from the Amman-Iraq platform 	<ul style="list-style-type: none"> – Complete the IICBA-Addis Ababa, MGIEP-New Delhi and ICTP-TWAS offices administrative platforms based on lesson learnt from the Amman-Iraq platform
3. Establishment of alternative solutions to the regional administrative platform through strengthening multisectoral and regional offices (MSRO) administrative units	<ul style="list-style-type: none"> – Establish a monitoring framework for the MSRO's in Africa over National and antenna offices and identify location(s) outside the AFR region to replicate – Establishment of one stop shop relays in each Regional Office to support Procurement and Contracting 	<ul style="list-style-type: none"> – Establish a monitoring framework for the MSRO's in Africa over National and antenna offices and identify location(s) outside the AFR region to replicate – Establishment of one stop shop relays in each Regional Office to support Procurement and Contracting 	<ul style="list-style-type: none"> – Establish a monitoring framework for the MSRO's in Africa over National and antenna offices and identify location(s) outside the AFR region to replicate – Establishment of one stop shop relays in each Regional Office to support Procurement and Contracting

Expected result 3: UNESCO field offices mobilize a higher volume of resources from decentralized donors

Performance indicators	(IBF) Targets 2020-2021	
	\$507M/ \$518M / \$523.6M	\$534.6M
1. Total volume of resources mobilized by UNESCO field offices	– 10% increase compared to 2018 levels	– 10% increase compared to 2018 levels

Supplementary funding for the Field Network Reform

Field Network Reform – Integrated budget based on the Appropriated regular programme budget of \$534.6 million

	Breakdown by operational and staff budget			Breakdown by source of funds					Total
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Supplementary funding for the Field Network Reform	500 000	–	500 000	500 000	–	–	–	–	500 000

- 1 Under the \$534.6M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

This budget line will cover initial costs associated with the gradual implementation of the reform of the field network in line with UNESCO's Strategic Transformation during the 40 C/5 period.

II.B – Programme-related services

Part II.B – 1 Integrated budget based on the Appropriated regular programme budget of \$507 million, \$518 million and \$523.6 million

Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					Total
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$507M / \$518M / \$523.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Sector for Priority Africa and External Relations									
Chapter 1.A Office of the ADG and field coordination									
I. Staff (established posts)		2 151 500	2 151 500	2 151 500	–	–	–	–	2 151 500
II. Operational budget:									
ER1 Political and strategic leadership and organizational backstopping provided as regards relations with Member States, UN system organizations and other intergovernmental organizations, as well as National Commissions and field offices	261 000		261 000	261 000	–	–	–	–	261 000
Subtotal, Operational budget	261 000	–	261 000	261 000	–	–	–	–	261 000
Total, Chapter 1.A	261 000	2 151 500	2 412 500	2 412 500	–	–	–	–	2 412 500
Chapter 1.B Coordination and monitoring of action to benefit Africa									
I. Staff (established posts)		3 256 300	3 256 300	3 256 300	–	–	–	–	3 256 300
II. Operational budget:									
ER1 Impact and visibility of UNESCO's programmes in Africa strengthened through enhanced coordination and monitoring of the Operational Strategy for Priority Africa (2014-2021), and better understanding of Africa's development opportunities and challenges	792 800		792 800	186 900	–	–	605 900	–	792 800
ER2 Support to Priority Africa enhanced through increased and more efficient strategic partnerships with public and private stakeholders	259 700		259 700	259 700	–	–	–	–	259 700
Subtotal, Operational budget	1 052 500	–	1 052 500	446 600	–	–	605 900	–	1 052 500
Total, Chapter 1.B	1 052 500	3 256 300	4 308 800	3 702 900	–	–	605 900	–	4 308 800
Chapter 1.C External relations									
I. Staff (established posts)		8 453 500	8 453 500	8 453 500	–	–	–	–	8 453 500
II. Operational budget:				–					–
ER 1 Cooperation with Member States increased, particularly through their Permanent Delegations to UNESCO and the established groups of Member States at UNESCO; better access to information tools and material provided; quality of online content improved	409 500		409 500	409 500	–	–	–	–	409 500

¹ Under the \$518M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds. Under the \$507M and \$523.6M scenarios, the Appropriated regular programme budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$507M / \$518M / \$523.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
ER 2 Contribution of National Commissions to the implementation and review of UNESCO's programmes at different levels improved and made more effective through regular consultations, interactions and capacity-building activities	769 500		769 500	149 500	–	400 000		220 000	769 500
ER 3 UNESCO's contribution to the United Nations system in the context of the UN reform articulated and strengthened at the global, regional and country level	508 600		508 600	508 600	–	–	–		508 600
Subtotal, Operational budget	1 687 600	–	1 687 600	1 067 600	–	400 000	–	220 000	1 687 600
Total, Chapter 1.C	1 687 600	8 453 500	10 141 100	9 521 100	–	400 000	–	220 000	10 141 100
Subtotal, Staff	–	13 861 300	13 861 300	13 861 300	–	–	–	–	13 861 300
Subtotal, Operational budget	3 001 100	–	3 001 100	1 775 200	–	400 000	605 900	220 000	3 001 100
Subtotal, Chapter 1	3 001 100	13 861 300	16 862 400	15 636 500	–	400 000	605 900	220 000	16 862 400
Chapter 2 Coordination and monitoring of action to implement Gender Equality									
I. Staff (established posts)		1 614 100	1 614 100	1 614 100	–	–	–	–	1 614 100
II. Operational budget:									
ER1 A systematic and comprehensive contribution to gender equality and women's empowerment through a transformative perspective is ensured in UNESCO's areas of expertise	110 400		110 400	110 400	–	–	–	–	110 400
ER2 UNESCO is positioned as a visible actor at the international, regional and country levels in promoting gender equality in all its fields of competence, including through advocacy, networking and innovative partnerships	151 800		151 800	151 800	–	–	–	–	151 800
ER3 Equal career opportunities for staff and parity at the decision-making level are promoted by UNESCO's organizational culture	40 000		40 000	40 000	–	–	–	–	40 000
Subtotal, Operational budget	302 200	–	302 200	302 200	–	–	–	–	302 200
Total, Chapter 2	302 200	1 614 100	1 916 300	1 916 300	–	–	–	–	1 916 300
Chapter 3 Strategic planning									
I. Staff (established posts)		10 727 500	10 727 500	6 062 500	4 665 000	–	–	–	10 727 500
II. Operational budget:					–				–
ER1 Programming, monitoring and reporting functions carried out in line with UNESCO's results-based management and budgeting approach and in compliance with the strategic orientations and the programming framework and priorities set by the governing bodies and the Director-General	455 100		455 100	455 100		–	–	–	455 100
ER2 Partnerships strengthened, house-wide coordination of resource mobilization ensured with particular emphasis on achieving better alignment, predictability, flexibility and transparency in the way the Organization is resourced, as well as promoting donor diversification	409 800		409 800	320 100	89 700	–	–	–	409 800
Subtotal, Operational budget	864 900	–	864 900	775 200	89 700	–	–	–	864 900
Total, Chapter 3	864 900	10 727 500	11 592 400	6 837 700	4 754 700	–	–	–	11 592 400

1 Under the \$518M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds. Under the \$507M and \$523.6M scenarios, the Appropriated regular programme budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$507M / \$518M / \$523.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Chapter 4 Public information									
I. Staff (established posts)		8 567 500	8 567 500	8 389 500		178 000	–	–	8 567 500
II. Operational budget:				–					–
ER1 UNESCO's activities and priorities adequately portrayed through its own production of texts, images, infographics and video, disseminated on its various platforms, cross-promoted, and largely covered by national and international media outlets as well as web and social media platforms inducing better knowledge of UNESCO's mission and mandate	384 600		384 600	139 600	–	245 000	–	–	384 600
ER2 UNESCO's institutional image enhanced through the creation and management of ecosystems of partners (media, sponsors, implementing agents) leading to communication campaigns, communication and marketing projects, Headquarters public information and special events	960 300		960 300	360 300	–	100 000	–	500 000	960 300
ER3 UNESCO's intellectual contributions promoted through high- quality publications, including the UNESCO Courier, produced and disseminated under the open-access policy and in close cooperation with publishing partners to ensure wide audiences; UNESCO's name and logo valued, protected and promoted through branding and merchandizing initiatives; books and reading celebrated and promoted through the celebration of World Book and Copyright Day and the World Book Capital programme	2 636 000		2 636 000	154 000	–	2 482 000	–	–	2 636 000
ER4 Dissemination of knowledge and information facilitated via the integrated web content management platform in multiple languages serving the different audiences	974 400		974 400	174 400	–	100 000	–	700 000	974 400
Subtotal, Operational budget	4 955 300	–	4 955 300	828 300	–	2 927 000	–	1 200 000	4 955 300
Total, Chapter 4	4 955 300	8 567 500	13 522 800	9 217 800	–	3 105 000	–	1 200 000	13 522 800
Total, Staff (established posts)	–	34 770 400	34 770 400	29 927 400	4 665 000	178 000	–	–	34 770 400
Total, Operational budget	9 123 500	–	9 123 500	3 680 900	89 700	3 327 000	605 900	1 420 000	9 123 500
Total, Part II.B	9 123 500	34 770 400	43 893 900	33 608 300	4 754 700	3 505 000	605 900	1 420 000	43 893 900

1 Under the \$518M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds. Under the \$507M and \$523.6M scenarios, the Appropriated regular programme budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Part II.B – 2 Integrated budget based on the Appropriated regular programme budget of \$507 million, \$518 million and \$523.6 million

Items of expenditure	Breakdown by operational and staff budget			Breakdown by source of funds					Total
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$507M/ \$518M/ \$523.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Sector for Priority Africa and External Relations									
Chapter 1.A Office of the ADG and field coordination									
I. Staff (established posts)		2 151 500	2 151 500	2 151 500	–	–	–	–	2 151 500
II. Other costs:	–		–		–	–	–	–	–
Temporary assistance	60 000		60 000	60 000	–	–	–	–	60 000
Delegates & external individual missions	–		–	–	–	–	–	–	–
Staff mission costs	60 000		60 000	60 000	–	–	–	–	60 000
Consultants and experts' costs	63 000		63 000	63 000	–	–	–	–	63 000
Contracted services	41 300		41 300	41 300	–	–	–	–	41 300
External training, grants and other transfers	–		–	–	–	–	–	–	–
Supplies, consumables & other running costs	36 700		36 700	36 700	–	–	–	–	36 700
Other expenses	–		–	–	–	–	–	–	–
Subtotal, Operational budget	261 000	–	261 000	261 000	–	–	–	–	261 000
Total, Chapter 1.A	261 000	2 151 500	2 412 500	2 412 500	–	–	–	–	2 412 500
Chapter 1.B Coordination and monitoring of action to benefit Africa									
I. Staff (established posts)		3 256 300	3 256 300	3 256 300	–	–	–	–	3 256 300
II. Operational budget:									
Temporary assistance	99 000		99 000	40 000	–	–	59 000	–	99 000
Delegates & external individual missions	35 000		35 000	35 000	–	–	–	–	35 000
Staff mission costs	145 000		145 000	130 000	–	–	15 000	–	145 000
Consultants and experts' costs	431 000		431 000	40 000	–	–	391 000	–	431 000
Contracted services	149 000		149 000	25 000	–	–	124 000	–	149 000
External training, grants and other transfers	30 000		30 000	30 000	–	–	–	–	30 000
Supplies, consumables & other running costs	163 500		163 500	146 600	–	–	16 900	–	163 500
Other expenses	–		–	–	–	–	–	–	–
Subtotal, Operational budget	1 052 500	–	1 052 500	446 600	–	–	605 900	–	1 052 500
Total, Chapter 1.B	1 052 500	3 256 300	4 308 800	3 702 900	–	–	605 900	–	4 308 800
Chapter 1.C External relations									
I. Staff (established posts)		8 453 500	8 453 500	8 453 500	–	–	–	–	8 453 500
II. Operational budget:									
Temporary assistance	150 000		150 000	130 000	–	20 000	–	–	150 000
Delegates & external individual missions	200 000		200 000	100 000	–	100 000	–	–	200 000
Staff mission costs	230 000		230 000	180 000	–	50 000	–	–	230 000
Consultants and experts' costs	485 000		485 000	145 000	–	120 000	–	220 000	485 000
Contracted services	145 000		145 000	145 000	–	–	–	–	145 000
External training, grants and other transfers	100 000		100 000	–	–	100 000	–	–	100 000
Supplies, consumables & other running costs	377 600		377 600	367 600	–	10 000	–	–	377 600
Other expenses	–		–	–	–	–	–	–	–
Subtotal, Operational budget	1 687 600	–	1 687 600	1 067 600	–	400 000	–	220 000	1 687 600
Total, Chapter 1.C	1 687 600	8 453 500	10 141 100	9 521 100	–	400 000	–	220 000	10 141 100
Total, Chapter 1	3 001 100	13 861 300	16 862 400	15 636 500	–	400 000	605 900	220 000	16 862 400

1 Under the \$518M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds. Under the \$507M and \$523.6M scenarios, the Appropriated regular programme budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Items of expenditure	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$507M/ \$518M/ \$523.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Chapter 2 Coordination and monitoring of action to implement Gender Equality									
I. Staff (established posts)		1 614 100	1 614 100	1 614 100	–	–	–	–	1 614 100
II. Other costs:									
Temporary assistance	17 600		17 600	17 600	–	–	–	–	17 600
Delegates & external individual missions	22 000		22 000	22 000	–	–	–	–	22 000
Staff mission costs	132 000		132 000	132 000	–	–	–	–	132 000
Consultants and experts' costs	13 000		13 000	13 000	–	–	–	–	13 000
Contracted services	18 000		18 000	18 000	–	–	–	–	18 000
External training, grants and other transfers	22 100		22 100	22 100	–	–	–	–	22 100
Supplies, consumables & other running costs	72 100		72 100	72 100	–	–	–	–	72 100
Other expenses	5 400		5 400	5 400	–	–	–	–	5 400
Subtotal, Operational budget	302 200	–	302 200	302 200	–	–	–	–	302 200
Total, Chapter 2	302 200	1 614 100	1 916 300	1 916 300	–	–	–	–	1 916 300
Chapter 3 Strategic planning									
I. Staff (established posts)		10 727 500	10 727 500	6 062 500	4 665 000	–	–	–	10 727 500
II. Other costs:									
Temporary assistance	118 200		118 200	118 200	–	–	–	–	118 200
Delegates & external individual missions	4 200		4 200	4 200	–	–	–	–	4 200
Staff mission costs	192 300		192 300	192 300	–	–	–	–	192 300
Consultants and experts' costs	111 300		111 300	111 300	–	–	–	–	111 300
Contracted services	25 400		25 400	25 400	–	–	–	–	25 400
External training, grants and other transfers	33 800		33 800	33 800	–	–	–	–	33 800
Supplies, consumables & other running costs	364 900		364 900	275 200	89 700	–	–	–	364 900
Other expenses	14 800		14 800	14 800	–	–	–	–	14 800
Subtotal, Operational budget	864 900	–	864 900	775 200	89 700	–	–	–	864 900
Total, Chapter 3	864 900	10 727 500	11 592 400	6 837 700	4 754 700	–	–	–	11 592 400
Chapter 4 Public information									
I. Staff (established posts)		8 567 500	8 567 500	8 389 500		178 000	–	–	8 567 500
II. Operational budget:									
Temporary assistance	1 030 100		1 030 100	74 600	–	955 500	–	–	1 030 100
Delegates & external individual missions	35 000		35 000	35 000	–	–	–	–	35 000
Staff mission costs	226 400		226 400	21 000	–	105 400	–	100 000	226 400
Consultants and experts' costs	1 562 700		1 562 700	76 000	–	1 186 700	–	300 000	1 562 700
Contracted services	1 492 200		1 492 200	84 200	–	608 000	–	800 000	1 492 200
External training, grants and other transfers	–		–	–	–	–	–	–	–
Supplies, consumables & other running costs	543 900		543 900	472 500	–	71 400	–	–	543 900
Other expenses	65 000		65 000	65 000	–	–	–	–	65 000
Subtotal, Operational budget	4 955 300	–	4 955 300	828 300	–	2 927 000	–	1 200 000	4 955 300
Total, Chapter 4	4 955 300	8 567 500	13 522 800	9 217 800	–	3 105 000	–	1 200 000	13 522 800
Total, Staff (established posts)	–	34 770 400	34 770 400	29 927 400	4 665 000	178 000	–	–	34 770 400
Total, Operational budget	9 123 500	–	9 123 500	3 680 900	89 700	3 327 000	605 900	1 420 000	9 123 500
Total, Part II.B	9 123 500	34 770 400	43 893 900	33 608 300	4 754 700	3 505 000	605 900	1 420 000	43 893 900

1 Under the \$518M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds. Under the \$507M and \$523.6M scenarios, the Appropriated regular programme budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Part II.B – 1 Integrated budget based on the Appropriated regular programme budget of \$534.6 million

Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Sector for Priority Africa and External Relations									
Chapter 1.A Office of the ADG and field coordination									
I. Staff (established posts)		2 151 500	2 151 500	2 151 500	–	–	–	–	2 151 500
II. Operational budget:									
ER1 Political and strategic leadership and organizational backstopping provided as regards relations with Member States, UN system organizations and other intergovernmental organizations, as well as National Commissions and field offices	266 000		266 000	266 000	–	–	–	–	266 000
Subtotal, Operational budget	266 000	–	266 000	266 000	–	–	–	–	266 000
Total, Chapter 1.A	266 000	2 151 500	2 417 500	2 417 500	–	–	–	–	2 417 500
Chapter 1.B Coordination and monitoring of action to benefit Africa									
I. Staff (established posts)		3 256 300	3 256 300	3 256 300	–	–	–	–	3 256 300
II. Operational budget:									
ER1 Impact and visibility of UNESCO's programmes in Africa strengthened through enhanced coordination and monitoring of the Operational Strategy for Priority Africa (2014-2021), and better understanding of Africa's development opportunities and challenges	810 100		810 100	204 200	–	–	605 900	–	810 100
ER2 Support to Priority Africa enhanced through increased and more efficient strategic partnerships with public and private stakeholders	259 700		259 700	259 700	–	–	–	–	259 700
Subtotal, Operational budget	1 069 800	–	1 069 800	463 900	–	–	605 900	–	1 069 800
Total, Chapter 1.B	1 069 800	3 256 300	4 326 100	3 720 200	–	–	605 900	–	4 326 100
Chapter 1.C External relations									
I. Staff (established posts)		8 453 500	8 453 500	8 453 500	–	–	–	–	8 453 500
II. Operational budget:									
ER 1 Cooperation with Member States increased, particularly through their Permanent Delegations to UNESCO and the established groups of Member States at UNESCO; better access to information tools and material provided; quality of online content improved	409 500		409 500	409 500	–	–	–	–	409 500
ER 2 Contribution of National Commissions to the implementation and review of UNESCO's programmes at different levels improved and made more effective through regular consultations, interactions and capacity-building activities	812 800		812 800	192 800	–	400 000		220 000	812 800
ER 3 UNESCO's contribution to the United Nations system in the context of the UN reform articulated and strengthened at the global, regional and country level	508 600		508 600	508 600	–	–	–	–	508 600
Subtotal, Operational budget	1 730 900	–	1 730 900	1 110 900	–	400 000	–	220 000	1 730 900
Total, Chapter 1.C	1 730 900	8 453 500	10 184 400	9 564 400	–	400 000	–	220 000	10 184 400
Subtotal, Staff	–	13 861 300	13 861 300	13 861 300	–	–	–	–	13 861 300
Subtotal, Operational budget	3 066 700	–	3 066 700	1 840 800	–	400 000	605 900	220 000	3 066 700
Subtotal, Chapter 1	3 066 700	13 861 300	16 928 000	15 702 100	–	400 000	605 900	220 000	16 928 000

1 Under the \$534.6M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Chapter 2 Coordination and monitoring of action to implement Gender Equality									
I. Staff (established posts)		1 614 100	1 614 100	1 614 100	–	–	–	–	1 614 100
II. Operational budget:									
ER1 A systematic and comprehensive contribution to gender equality and women's empowerment through a transformative perspective is ensured in UNESCO's areas of expertise	118 400		118 400	118 400	–	–	–	–	118 400
ER2 UNESCO is positioned as a visible actor at the international, regional and country levels in promoting gender equality in all its fields of competence, including through advocacy, networking and innovative partnerships	151 800		151 800	151 800	–	–	–	–	151 800
ER3 Equal career opportunities for staff and parity at the decision-making level are promoted by UNESCO's organizational culture	40 000		40 000	40 000	–	–	–	–	40 000
Subtotal, Operational budget	310 200	–	310 200	310 200	–	–	–	–	310 200
Total, Chapter 2	310 200	1 614 100	1 924 300	1 924 300	–	–	–	–	1 924 300
Chapter 3 Strategic planning									
I. Staff (established posts)		10 727 500	10 727 500	6 062 500	4 665 000	–	–	–	10 727 500
II. Operational budget:									–
ER1 Programming, monitoring and reporting functions carried out in line with UNESCO's results-based management and budgeting approach and in compliance with the strategic orientations and the programming framework and priorities set by the governing bodies and the Director-General	455 100		455 100	455 100	–	–	–	–	455 100
ER2 Partnerships strengthened, house-wide coordination of resource mobilization ensured with particular emphasis on achieving better alignment, predictability, flexibility and transparency in the way the Organization is resourced, as well as promoting donor diversification	409 800		409 800	404 700	5 100	–	–	–	409 800
Subtotal, Operational budget	864 900	–	864 900	859 800	5 100	–	–	–	864 900
Total, Chapter 3	864 900	10 727 500	11 592 400	6 922 300	4 670 100	–	–	–	11 592 400
Chapter 4 Public information									
I. Staff (established posts)		8 567 500	8 567 500	8 389 500	–	178 000	–	–	8 567 500
II. Operational budget:									–
ER1 UNESCO's activities and priorities adequately portrayed through its own production of texts, images, infographics and video, disseminated on its various platforms, cross-promoted, and largely covered by national and international media outlets as well as web and social media platforms inducing better knowledge of UNESCO's mission and mandate	390 900		390 900	145 900	–	245 000	–	–	390 900

1 Under the \$534.6M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
ER2 UNESCO's institutional image enhanced through the creation and management of ecosystems of partners (media, sponsors, implementing agents) leading to communication campaigns, communication and marketing projects, Headquarters public information and special events	973 100		973 100	373 100	–	100 000	–	500 000	973 100
ER3 UNESCO's intellectual contributions promoted through high- quality publications, including the UNESCO Courier, produced and disseminated under the open-access policy and in close cooperation with publishing partners to ensure wide audiences; UNESCO's name and logo valued, protected and promoted through branding and merchandizing initiatives; books and reading celebrated and promoted through the celebration of World Book and Copyright Day and the World Book Capital programme	2 637 200		2 637 200	155 200	–	2 482 000	–	–	2 637 200
ER4 Dissemination of knowledge and information facilitated via the integrated web content management platform in multiple languages serving the different audiences	991 400		991 400	191 400	–	100 000	–	700 000	991 400
Subtotal, Operational budget	4 992 600	–	4 992 600	865 600	–	2 927 000	–	1 200 000	4 992 600
Total, Chapter 4	4 992 600	8 567 500	13 560 100	9 255 100	–	3 105 000	–	1 200 000	13 560 100
Total, Staff (established posts)	–	34 770 400	34 770 400	29 927 400	4 665 000	178 000	–	–	34 770 400
Total, Operational budget	9 234 400	–	9 234 400	3 876 400	5 100	3 327 000	605 900	1 420 000	9 234 400
Total, Part II.B	9 234 400	34 770 400	44 004 800	33 803 800	4 670 100	3 505 000	605 900	1 420 000	44 004 800

¹ Under the \$534.6M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds.

For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Part II.B – 2 Integrated budget based on the Appropriated regular programme budget of \$534.6 million

Items of expenditure	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Sector for Priority Africa and External Relations									
Chapter 1.A Office of the ADG and field coordination									
I. Staff (established posts)		2 151 500	2 151 500	2 151 500	–	–	–	–	2 151 500
II. Other costs:									
Temporary assistance	60 000		60 000	60 000	–	–	–	–	60 000
Delegates & external individual missions	–		–	–	–	–	–	–	–
Staff mission costs	60 000		60 000	60 000	–	–	–	–	60 000
Consultants and experts' costs	68 000		68 000	68 000	–	–	–	–	68 000
Contracted services	41 300		41 300	41 300	–	–	–	–	41 300
External training, grants and other transfers	–		–	–	–	–	–	–	–
Supplies, consumables & other running costs	36 700		36 700	36 700	–	–	–	–	36 700
Other expenses	–		–	–	–	–	–	–	–
Subtotal, Operational budget	266 000	–	266 000	266 000	–	–	–	–	266 000
Total, Chapter 1.A	266 000	2 151 500	2 417 500	2 417 500	–	–	–	–	2 417 500
Chapter 1.B Coordination and monitoring of action to benefit Africa									
I. Staff (established posts)		3 256 300	3 256 300	3 256 300	–	–	–	–	3 256 300
II. Operational budget:									
Temporary assistance	109 000		109 000	50 000	–	–	59 000	–	109 000
Delegates & external individual missions	35 000		35 000	35 000	–	–	–	–	35 000
Staff mission costs	145 000		145 000	130 000	–	–	15 000	–	145 000
Consultants and experts' costs	431 000		431 000	40 000	–	–	391 000	–	431 000
Contracted services	156 300		156 300	32 300	–	–	124 000	–	156 300
External training, grants and other transfers	30 000		30 000	30 000	–	–	–	–	30 000
Supplies, consumables & other running costs	163 500		163 500	146 600	–	–	16 900	–	163 500
Other expenses	–		–	–	–	–	–	–	–
Subtotal, Operational budget	1 069 800	–	1 069 800	463 900	–	–	605 900	–	1 069 800
Total, Chapter 1.B	1 069 800	3 256 300	4 326 100	3 720 200	–	–	605 900	–	4 326 100
Chapter 1.C External relations									
I. Staff (established posts)		8 453 500	8 453 500	8 453 500	–	–	–	–	8 453 500
II. Operational budget:									
Temporary assistance	174 000		174 000	154 000	–	20 000	–	–	174 000
Delegates & external individual missions	200 000		200 000	100 000	–	100 000	–	–	200 000
Staff mission costs	230 000		230 000	180 000	–	50 000	–	–	230 000
Consultants and experts' costs	485 000		485 000	145 000	–	120 000	–	220 000	485 000
Contracted services	164 300		164 300	164 300	–	–	–	–	164 300
External training, grants and other transfers	100 000		100 000	–	–	100 000	–	–	100 000
Supplies, consumables & other running costs	377 600		377 600	367 600	–	10 000	–	–	377 600
Other expenses	–		–	–	–	–	–	–	–
Subtotal, Operational budget	1 730 900	–	1 730 900	1 110 900	–	400 000	–	220 000	1 730 900
Total, Chapter 1.C	1 730 900	8 453 500	10 184 400	9 564 400	–	400 000	–	220 000	10 184 400
Total, Chapter 1	3 066 700	13 861 300	16 928 000	15 702 100	–	400 000	605 900	220 000	16 928 000

1 Under the \$534.6M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Items of expenditure	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Chapter 2 Coordination and monitoring of action to implement Gender Equality									
I. Staff (established posts)		1 614 100	1 614 100	1 614 100	–	–	–	–	1 614 100
II. Other costs:									
Temporary assistance	20 000		20 000	20 000	–	–	–	–	20 000
Delegates & external individual missions	22 000		22 000	22 000	–	–	–	–	22 000
Staff mission costs	135 000		135 000	135 000	–	–	–	–	135 000
Consultants and experts' costs	15 000		15 000	15 000	–	–	–	–	15 000
Contracted services	18 000		18 000	18 000	–	–	–	–	18 000
External training, grants and other transfers	22 100		22 100	22 100	–	–	–	–	22 100
Supplies, consumables & other running costs	72 600		72 600	72 600	–	–	–	–	72 600
Other expenses	5 500		5 500	5 500	–	–	–	–	5 500
Subtotal, Operational budget	310 200	–	310 200	310 200	–	–	–	–	310 200
Total, Chapter 2	310 200	1 614 100	1 924 300	1 924 300	–	–	–	–	1 924 300
Chapter 3 Strategic planning									
I. Staff (established posts)		10 727 500	10 727 500	6 062 500	4 665 000	–	–	–	10 727 500
II. Other costs:									
Temporary assistance	118 200		118 200	118 200	–	–	–	–	118 200
Delegates & external individual missions	4 200		4 200	4 200	–	–	–	–	4 200
Staff mission costs	192 300		192 300	192 300	–	–	–	–	192 300
Consultants and experts' costs	111 300		111 300	111 300	–	–	–	–	111 300
Contracted services	25 400		25 400	25 400	–	–	–	–	25 400
External training, grants and other transfers	33 800		33 800	33 800	–	–	–	–	33 800
Supplies, consumables & other running costs	364 900		364 900	359 800	5 100	–	–	–	364 900
Other expenses	14 800		14 800	14 800	–	–	–	–	14 800
Subtotal, Operational budget	864 900	–	864 900	859 800	5 100	–	–	–	864 900
Total, Chapter 3	864 900	10 727 500	11 592 400	6 922 300	4 670 100	–	–	–	11 592 400
Chapter 4 Public information									
I. Staff (established posts)		8 567 500	8 567 500	8 389 500	–	178 000	–	–	8 567 500
II. Operational budget:									
Temporary assistance	1 041 600		1 041 600	86 100	–	955 500	–	–	1 041 600
Delegates & external individual missions	35 000		35 000	35 000	–	–	–	–	35 000
Staff mission costs	226 400		226 400	21 000	–	105 400	–	100 000	226 400
Consultants and experts' costs	1 573 700		1 573 700	87 000	–	1 186 700	–	300 000	1 573 700
Contracted services	1 507 000		1 507 000	99 000	–	608 000	–	800 000	1 507 000
External training, grants and other transfers	–		–	–	–	–	–	–	–
Supplies, consumables & other running costs	543 900		543 900	472 500	–	71 400	–	–	543 900
Other expenses	65 000		65 000	65 000	–	–	–	–	65 000
Subtotal, Operational budget	4 992 600	–	4 992 600	865 600	–	2 927 000	–	1 200 000	4 992 600
Total, Chapter 4	4 992 600	8 567 500	13 560 100	9 255 100	–	3 105 000	–	1 200 000	13 560 100
Total, Staff (established posts)	–	34 770 400	34 770 400	29 927 400	4 665 000	178 000	–	–	34 770 400
Total, Operational budget	9 234 400	–	9 234 400	3 876 400	5 100	3 327 000	605 900	1 420 000	9 234 400
Total, Part II.B	9 234 400	34 770 400	44 004 800	33 803 800	4 670 100	3 505 000	605 900	1 420 000	44 004 800

¹ Under the \$534.6M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Chapter 1 – Sector for Priority Africa and External Relations (PAX)

Chapter 1.A Office of the ADG and field coordination

- 09101** Pursuant to the 205th session of the Executive Board, the Africa Department and the Division of Member States and Partners are grouped together to create the Priority Africa and External Relations Sector (PAX). The Sector preserves the Global Priority Africa coordination functions and monitoring functions of the Operational Strategy for Priority Africa (2014–2021). In addition, this structure is established with a view to provide a more coherent basis for the coordination and policy support offered to sectors and central services at Headquarters and field offices, Member States and official partners (UN system organizations and other intergovernmental organizations and National Commissions) and strengthen gradually the strategic integration of the field offices.
- 09102** The rapprochement will ensure improved synergy between Global Priority Africa and the services responsible for relations with the other groups of Member States and official partners. It will also ensure more effective interaction with permanent delegations.
- 09103** An overall political and strategic leadership and organizational backstopping will be provided as regards relations with Member States, UN system organizations and other intergovernmental organizations, as well as National Commissions and field offices. UNESCO's strategic positioning in the United Nations system at the global, regional and national levels will be ensured.
- 09104** The field coordination function will focus on strategic, political, advisory and monitoring role in support of the implementation and adaptation of the UNESCO's network of field offices in order to ensure relevance and depth of UNESCO's action through optimal programme delivery at the field level and response to the needs of Member States, while ensuring alignment and coherence of the Organization's strategic transformation efforts with the United Nations system-wide efforts, in particular as regards repositioning of the UN Development System (UNDS). It will also consist of coordination efforts aiming at enhancing accountability and ensuring efficient and effective information flows between the field network and Headquarters.
- 09105** The Office of the ADG and field coordination will coordinate and ensure cohesion and complementarity of activities and actions carried out across the Sector for Priority Africa and External Relations (PAX) and their alignment with the Organization's vision, strategic direction and programmatic priorities.

Expected result 1: Political and strategic leadership and organizational backstopping provided as regards relations with Member States, UN system organizations and other intergovernmental organizations, as well as National Commissions and field offices

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M/\$518M/ \$523.6M	\$534.6M
1. Strategy and policy advice continuously provided to the Director-General and senior management		– Strategic guidance documents issued, accountability and reporting lines streamlined, comprehensive field related strategies developed	– Strategic guidance documents issued, accountability and reporting lines streamlined, comprehensive field related strategies developed
2. Coordinated and comprehensive institutional response provided		– Complementary roles among PAX, Sectors, field offices and category I institutes clarified and reinforced	– Complementary roles among PAX, Sectors, field offices and category I institutes clarified and reinforced
3. Relevance of field network regularly reviewed and adjusted		– Relevance of field network regularly reviewed and adjusted	– Relevance of field network regularly reviewed and adjusted
4. Effective interaction between field office and Headquarters and among field offices established		– Field offices effectively supported from the strategic and political point of view; and information flows established	– Field offices effectively supported from the strategic and political point of view; information flows established
5. Performance of Directors/Heads of field offices assessed	– Performance of all Directors/Heads of field offices assessed and reported by the end of each assessment cycle	– Performance of all Directors/Heads of field offices assessed and reported by the end of each assessment cycle	– Performance of all Directors/Heads of field offices assessed and reported by the end of each assessment cycle

Chapter 1.B – Coordination and monitoring of action to benefit Africa

- 09106** In the 2020-2021 biennium, the Africa Department (as part of the Sector for Priority Africa and External Relations since November 2018), will continue the work started under the 39 C/5.
- 09107** With regard to partnerships, the Africa Department will continue developing strategic and substantive partnerships through South-South and North-South-South cooperation, including with regional institutions, the private sector and civil society. Joint advocacy will also be conducted as concerns the continent's development issues and emerging challenges linked to its demography, climate change, culture for development, youth, gender equality and the culture of peace. The Africa Department will focus its efforts on consolidating the results achieved by the six flagship programmes. In addition, it will develop and coordinate, in close collaboration with the programme sectors, including in the Field Offices and category 1 institutes and centres in Africa, intersectoral initiatives related to the Sahel region, the Lake Chad Basin, the Horn of Africa and the Great Lakes region. These initiatives will aim at promoting sustainable development, peace and security, with a specific focus on youth and women.
- 09108** Within the framework of Flagship 1, namely "Promoting a culture of peace and non-violence", the Africa Department will work towards transforming the African School for Peace, established and hosted by the Government of Côte d'Ivoire, into a Category 2 Centre under the auspices of UNESCO. It will also focus on the organization of the Panafrican Biennale for a Culture of Peace, convened jointly by UNESCO, the African Union and the Government of Angola, which will be hosted by the Government of Angola, in Luanda, in September 2019, and work towards mobilizing a large number of institutions and partners for its success, and follow up on the outcomes of the Biennale.
- 09109** As part of its strategic monitoring and promotion of future-oriented reflection on changes, opportunities and challenges in Africa, in partnership with future-oriented institutions active on the continent or working on Africa, and in collaboration with partners from other regions, the Africa Department will continue its reflection on Artificial Intelligence in Africa. This reflection was initiated with the Forum on Artificial Intelligence for Africa, which took place in Benguerir, Morocco, in December 2018. The outcomes of the Forum, contained in its Communiqué, will be followed up on, among others, through the organization of sub-regional Fora in Africa.
- 09110** Cooperation with the African Union and Regional Economic Communities will be further strengthened during the 2020-2021 biennium, as regards the joint organization and follow-up of programmatic activities, in cooperation with the relevant programme Sectors and Field Offices and category 1 institutes and centres, in particular through the reactivation of the UNESCO-African Union Joint Commissions and increased collaboration with the Regional Economic Communities (RECs).
- 09111** The operational regular budget for AFR Department in the 40 C/5 under the different scenarios would be almost equivalent to that in the 39 C/5; hence programme activities would be pursued to achieve the expected results as originally set in the Approved 39 C/5. Efforts to raise extrabudgetary resources and further diversify the sources of funding will continue, particularly also to enhance support for the initiatives cited above.

Expected result 1: Impact and visibility of UNESCO's programmes in Africa strengthened through enhanced coordination and monitoring of the Operational Strategy for Priority Africa (2014-2021), and better understanding of Africa's development opportunities and challenges

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M/\$518M/ \$523.6M	\$534.6M
1. Enhanced coordination and efficient monitoring of the implementation of the Operational Strategy for Priority Africa and its six flagship programmes	<ul style="list-style-type: none"> – 2 high-level meetings organized and/or attended with the view to mobilize support from main African stakeholders (AU, RECs, etc.) for the implementation of Priority Africa – Information-sharing enhanced through active and regular exchange between field offices and Headquarters, with a view to taking stock of progress achieved and challenges as well as discussing jointly the way forward in the implementation of Priority Africa 	<ul style="list-style-type: none"> – 2 high-level meetings organized and/or attended with the view to mobilize support from main African stakeholders (AU, RECs, etc.) for the implementation of Priority Africa – Information-sharing enhanced through active and regular exchange between field offices and Headquarters, with a view to taking stock of progress achieved and challenges as well as discussing jointly the way forward in the implementation of Priority Africa 	<ul style="list-style-type: none"> – 2 high-level meetings organized and/or attended with the view to mobilize support from main African stakeholders (AU, RECs, etc.) for the implementation of Priority Africa – Information-sharing enhanced through active and regular exchange between field offices and Headquarters, with a view to taking stock of progress achieved and challenges as well as discussing jointly the way forward in the implementation of Priority Africa
2. Interdisciplinary institutions (Think Tanks) working on Africa's development challenges better connected with UNESCO	<ul style="list-style-type: none"> – 2 networks established and/ or consolidated – 2 fora/roundtables organized on issues related to Africa's development – 1-2 publications contributing to the debate on Africa's development and transformation published and disseminated 	<ul style="list-style-type: none"> – 2 networks established and/ or consolidated – 2 fora/roundtables organized on issues related to Africa's development – Subregional Forums organized to follow up on the 2018 Forum on Artificial Intelligence for Africa – 1-2 publications contributing to the debate on Africa's development and transformation published and disseminated 	<ul style="list-style-type: none"> – 2 networks established and/ or consolidated – 2 fora/roundtables organized on issues related to Africa's development – Sub regional Forums organized to follow up on the 2018 Forum on Artificial Intelligence for Africa – 1-2 publications contributing to the debate on Africa's development and transformation published and disseminated

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M/\$518M/ \$523.6M	\$534.6M
3. Social actors mobilized and contributing to enhanced visibility of Priority Africa	<ul style="list-style-type: none"> – Support to the nomination of 2 to 3 African personalities such as international or regional well-known African actor/ actress, singer, philanthropist and/ or athlete as goodwill ambassador artist for peace or champion for sport – 3 strategic partnerships established with international media or TV for the promotion of Priority Africa – 2 side events organized during strategic and important events in Africa for the promotion of Priority Africa (e.g. AU summit AfDB annual Assembly, Africa CEO forum) 	<ul style="list-style-type: none"> – Support to the nomination of 2 to 3 African personalities such as international or regional well-known African actor/ actress, singer, philanthropist and/ or athlete as goodwill ambassador – 3 strategic partnerships established with international media or TV for the promotion of Priority Africa – 2 side events organized during strategic and important events in Africa for the promotion of Priority Africa (e.g. AU summit AfDB annual Assembly, Africa CEO forum) 	<ul style="list-style-type: none"> – Support to the nomination of 2 to 3 African personalities such as international or regional well-known African actor/ actress, singer, philanthropist and/ or athlete as goodwill ambassador – 3 strategic partnerships established with international media or TV for the promotion of Priority Africa – 2 side events organized during strategic and important events in Africa for the promotion of Priority Africa (e.g. AU summit AfDB annual Assembly, Africa CEO forum)
4. Effective coordination of the implementation of intersectoral initiatives related respectively to the Sahel Region, <u>the Lake Tchad Basin, the Horn of Africa and the Great Lakes region</u>	<ul style="list-style-type: none"> – Progress on implementation and results achieved reported in the statutory reports 	<ul style="list-style-type: none"> – Progress on implementation and results achieved reported in the statutory reports 	<ul style="list-style-type: none"> – Progress on implementation and results achieved reported in the statutory reports

Expected result 2: Support to Priority Africa enhanced through increased and more efficient strategic partnerships with public and private stakeholders

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M/\$518M/ \$523.6M	\$534.6M
1. Number of strategic partnerships established with Member States, the African Union Commission, Regional Economic Communities, civil society, the private sector and specialized UN institutions, in the context of South-South and North-South-South cooperation for the implementation of Priority Africa	<ul style="list-style-type: none"> – 2-3 strategic partnerships established with different categories of partners (bilateral, multilateral, regional, private, etc.) – 1 Joint Commission organized with AU and Regional Economic Communities – 30 official visits to and bilateral audiences with African Member States efficiently coordinated and followed up 	<ul style="list-style-type: none"> – 2-3 strategic partnerships established with different categories of partners (bilateral, multilateral, regional, private, etc.) – 1 Joint Commission organized with AU and Regional Economic Communities and followed up closely through joint programmatic collaboration with relevant Field Offices and Headquarters – 30 official visits to and bilateral audiences with African Member States efficiently coordinated and followed up 	<ul style="list-style-type: none"> – 2-3 strategic partnerships established with different categories of partners (bilateral, multilateral, regional, private, etc.) – 1 Joint Commission organized with AU and Regional Economic Communities and followed up closely through joint programmatic collaboration with relevant Field Offices and Headquarters – 30 official visits to and bilateral audiences with African Member States efficiently coordinated and followed up
2. Number of field offices in Africa having developed mapping of partners and donors, with the support of the Africa Department, for the mobilization of domestic resources for the implementation of flagship programmes/ key initiatives	<ul style="list-style-type: none"> – 2-3 field offices 	<ul style="list-style-type: none"> – 2-3 field offices 	<ul style="list-style-type: none"> – 2-3 field offices

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M/\$518M/ \$523.6M	\$534.6M
3. Number of partnerships and networks mobilized in support of the promotion of a culture of peace in Africa, including among others the organization of the “Biennale of Luanda for a culture of peace” and the follow-up thereof, and the <u>transformation of the established African school for peace into a UNESCO Category 2 Centre</u>	<ul style="list-style-type: none"> – Government of Angola, and other partners mobilized for the organization of the Biennale on the Culture of Peace in Luanda, Angola – Government of Côte d’Ivoire and other partners mobilized for the establishment of the African School for Peace in Côte d’Ivoire – 3-4 major partners mobilized for support to the implementation of the peace process in Mali – 2-3 networks of foundations and research institutions as well as youth networks for a culture of peace mobilized and supported 	<ul style="list-style-type: none"> – Government of Angola, the African Union and other partners mobilized for the organization of the Biennale on the Culture of Peace in Luanda, Angola and the follow up thereof by the Africa Department – Government of Côte d’Ivoire and other partners mobilized for the transformation of the established African School for Peace in Côte d’Ivoire into a UNESCO Category 2 Centre – 3-4 major partners mobilized for support to the implementation of the peace process in Mali – 2-3 networks of foundations and research institutions as well as youth networks for a culture of peace mobilized and supported 	<ul style="list-style-type: none"> – Government of Angola, the African Union and other partners mobilized for the organization of the Biennale on the Culture of Peace in Luanda, Angola and the follow-up thereof by the Africa Department – Government of Côte d’Ivoire and other partners mobilized for the transformation of the established African School for Peace in Côte d’Ivoire into a UNESCO Category 2 Centre – 3-4 major partners mobilized for support to the implementation of the peace process in Mali – 2-3 networks of foundations and research institutions as well as youth networks for a culture of peace mobilized and supported
4. Participation of UNESCO in annual RCM meetings to contribute to the review of RCM-Africa work, and in other consultation meetings of clusters/sub-clusters aiming at joint programming and implementation	<ul style="list-style-type: none"> – 1 annual RCM meeting attended to participate substantively and ensure reporting on UNESCO activities – Monthly/bi-monthly cluster/sub-cluster meetings organized and/ or attended; and annual business plans developed within the framework of RCM-Africa 	<ul style="list-style-type: none"> – 1 annual RCM meeting attended to participate substantively and ensure reporting on UNESCO activities – Monthly/bi-monthly cluster/sub-cluster meetings organized and/ or attended; and annual business plans developed within the framework of RCM-Africa 	<ul style="list-style-type: none"> – 1 annual RCM meeting attended to participate substantively and ensure reporting on UNESCO activities – Monthly/bi-monthly cluster/sub-cluster meetings organized and/ or attended; and annual business plans developed within the framework of RCM-Africa

Chapter 1.C – External relations

Strengthening relations with Member States, National Commissions and the United Nations system

09112 The Sector for Priority Africa and External Relations (PAX) promotes and supports the Organization's cooperation and partnership with its key stakeholder groups (Member States, including their National Commissions and the United Nations, including the UN Specialized Agencies, Funds and Programmes). As such, it works closely with all programme sectors and other services.

09113 UNESCO must provide to Member States, National Commissions, Associate Members and Permanent Delegations, as well as the United Nations system and intergovernmental partners, a full range of services aimed at facilitating their interaction with the Secretariat. These efforts will be directed in three main directions:

1. Consolidation of relations with Member States

- Developing and maintaining of relations with Member States, Associate Members, observers and territories remain the Sector's core task. It is central to PAX's action. Member States are the main stakeholders of the Organization and will receive priority attention in UNESCO's work when preparing and following up meetings and missions of the Director-General, in conjunction with programme sectors, field offices, Permanent Delegations and National Commissions.
- The Sector will monitor relations with the host country and provide protocol services to the Secretariat and the diplomatic community accredited to UNESCO.
- The Sector will continue to support and encourage non-Member States to join the Organization so as to ensure the greatest possible degree of universality.
- Close cooperation will be pursued with the Permanent Delegates and with the established groups of Member States at UNESCO. These will receive the necessary support to organize their plenary meetings. Regular contacts with new groupings of Member States will also be pursued.
- Certain groups of countries at the sub-regional and regional levels having special needs (e.g. LDCs, PCPD, SIDS) will receive particular attention.
- Information meetings with Permanent Delegations will be held on a regular basis on major issues and priority activities. Consultation meetings with Member States will be held on strategic issues.
- Orientation seminars will be proposed to new Permanent Delegates.
- In order to ensure that relevant, customized information is available to the Member States, a specific website will continue to provide transparent and easy access to analysis, information and data on cooperation with each Member State, updated regularly, thereby providing rapid responses to information needs.

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

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M / \$518M / \$523.6M	\$534.6M
1. Director-General visits and bilateral meetings in/with Member States coordinated	<ul style="list-style-type: none"> – Briefings for Director-General visits improved – Coordination with programme sectors enhanced in preparing and following up these visits 	<ul style="list-style-type: none"> – Briefings for Director-General visits improved – Coordination with programme sectors enhanced in preparing and following up these visits 	<ul style="list-style-type: none"> – Briefings for Director-General visits improved – Coordination with programme sectors enhanced in preparing and following up these visits
2. Plenary meetings with Permanent Delegations organized, with the support of the Secretariat	<ul style="list-style-type: none"> – 15 meetings organized 	<ul style="list-style-type: none"> – 15 meetings organized 	<ul style="list-style-type: none"> – 15 meetings organized
3. Orientation seminars for new Permanent Delegations organized	<ul style="list-style-type: none"> – 5 seminars 	<ul style="list-style-type: none"> – 5 seminars 	<ul style="list-style-type: none"> – 5 seminars

2. Enhanced cooperation with National Commissions

09114

A plan of action on UNESCO's cooperation with National Commissions (2013) outlining responsibilities and timelines for the implementation of recommendations approved by the Executive Board and the General Conference will guide UNESCO's activities in this regard. These activities aim to reinforce the National Commissions' role, capacity and engagement with civil society partners and their relationship with the Secretariat.

- The competences and operational capacities of National Commissions will continue to be strengthened through training seminars and workshops for new Secretaries-General and other officials of National Commissions. Priority will be given to Africa, LDCs, post-conflict countries and SIDS. These activities, to be organized at different levels and with different funding sources where possible (Regular budget, Participation Programme funds, extrabudgetary resources, etc.), will aim to improve the Commissions' governance, project management, fund-raising capacity, outreach to civil society and private sector, communication and visibility. Teleconferencing, experimented with during the previous biennium will be broadened.
- National Commissions' partnerships with civil society networks, including NGOs and Clubs and Centres for UNESCO, will be strengthened through forums, meetings, workshops and celebration of international days and years. Other special events for these networks will be organized should extrabudgetary resources be available. National Commissions will be guided and trained to monitor the proper use of UNESCO's name and logo by their national partners.
- Communication with National Commissions and assistance to them for participation in the launches of UNESCO's major reports will be strengthened through the *Annual Report of National Commissions for UNESCO*, monthly letters, UNESCO websites, publications and other information

and communication channels and tools, such as electronic forums and video conferences. The online database of National Commissions and related networks will be continuously improved and updated. Efforts will be made to develop and enhance more interactive and two-way communication between the Secretariat and National Commissions, using modern and low-cost ICTs, including the social networks.

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

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M / \$518M / \$523.6M	\$534.6M
1. Interregional meeting for strengthening the operational capacities of National Commissions organized annually	– Support to be given to Africa, LDCs, post-conflict countries and SIDS in particular in these meetings. Total number of participants 130	– Support to be given to Africa, LDCs, post-conflict countries and SIDS in particular in these meetings. Total number of participants 130	– Support to be given to Africa, LDCs, post-conflict countries and SIDS in particular in these meetings. Total number of participants 130
2. Annual Report of National Commissions published and other communication tools established/produced	– More than 140 national contributions included	– More than 140 national contributions included	– More than 140 national contributions included

3. Strengthening relations with the United Nations system

09115

During the period under consideration, UNESCO will endeavour to continue its efforts to enhance integration and strengthen its role within the United Nations development system, and its cooperation with other Specialized Agencies, funds and programmes in order to contribute, in its fields of competence, to the implementation of the 2030 Agenda for Sustainable Development. The Organization will also continue to strengthen its presence and its mission in the multilateral system and will follow up the relevant decisions of the United Nations governing bodies, which are of relevance to UNESCO's action.

- PAX will lead and coordinate UNESCO's participation in and contribution to United Nations system activities, in particular those aiming to enhance system-wide coherence, globally, regionally, and at the country levels, including in the context of the "Delivering as One", the UN Reform and as part of the Resident Coordinator system. PAX will represent UNESCO in the UN system-related activities and discussions, in particular the Chief Executives Board for Coordination (CEB), the United Nations Sustainable Development Group (UNSDG) as well as their related groups, including the UNSDG Core Group and the ADG/ASG-level UNSDG Advisory Group.
- PAX will be responsible for coordinating UNESCO's participation in the UN system Reform discussions to ensure that the Organization's priorities are adequately reflected in close coordination with Programme Sectors, ADM, and the Liaison Offices. PAX will provide guidance and backstopping to all staff at Headquarters and in Field Offices on all UN reform issues in consultation with all relevant sectors and services.

- The Organization will continue to participate actively in intergovernmental bodies and inter-agency mechanisms, including in particular the United Nations General Assembly, and the Economic and Social Council.
- UNESCO ensures the coherence and focus of its overall response to post-conflict and post-disaster situation (PCPD) through its affiliation with UN's integrated assistance efforts and funding modalities, alignment with national priorities, and its overall operational effectiveness. PAX will participate in the United Nations' integrated assistance to early recovery and reconstruction, including through the Office for the Coordination of Humanitarian Affairs (OCHA) Consolidated Appeals and Flash Appeals, United Nations/World Bank joint needs assessments, the Inter-Agency Standing Committee/ Executive Committee on Humanitarian Affairs (IASC/ECHA) and other common programming and funding mechanisms.
- Regular monitoring of memorandums of understanding signed with United Nations agencies and other IGOs will be undertaken in order to assess the results achieved, to update and review existing agreements, if need be, and possibly to sign new agreements, thus ensuring that official partnerships with institutions and organizations are better aligned with UNESCO's strategic priorities.

Expected result 3: UNESCO's contribution to the United Nations system in the context of the UN reform articulated and strengthened at the global, regional and country level

Performance indicators	(IBF) Targets 2020-2021	
	\$507M/\$518M/ \$523.6M	\$534.6M
1. Active participation in United Nations system mechanisms (e.g. CEB, UNSDG, UNCTs) at global/inter-agency levels with improved identification of UNESCO's strategic concerns and input in main UN joint initiatives	– UNESCO is represented in main UN reform initiatives at the global/inter-agency level– UNESCO's strategic and programmatic concerns are reflected in main UN joint initiatives at the global level and in a majority of county-level initiatives	– UNESCO is represented in main UN reform initiatives at the global/inter-agency level– UNESCO's strategic and programmatic concerns are reflected in main UN joint initiatives at the global level and in a majority of county-level initiatives
2. Field offices, programme sectors and central services provided with strategic guidance for sustained engagement in prioritized UN planning and coordination bodies, including participation in PCPD response plans, appeals and needs assessments.	– Enhanced internal coordination and improved strategic engagement in UN system activities and programmes at the global, regional and country level, including stronger and more strategic participation in UN governing bodies meetings.	– Enhanced internal coordination and improved strategic engagement in UN system activities and programmes at the global, regional and country level, including stronger and more strategic participation in UN governing bodies meetings.
3. Timely preparation of UNESCO's contribution to the United Nations Secretary-General's reports to the United Nations General Assembly, to ECOSOC, and other inter-agency mechanisms and governing bodies of the United Nations system	– Quality of UNESCO's contribution to United Nations reports improved and recognized by Member States	– Quality of UNESCO's contribution to United Nations reports recognized by Member States
4. Strategic partnerships	– 2	– 2

Chapter 2 – Coordination and monitoring of action to implement gender equality

09201 UNESCO designated gender equality as one of its two global priorities in all its fields of competence throughout the duration of its Medium-Term Strategy for 2014-2021. In 2020-2021, CAB/GE will continue to implement the actions set out in the Approved 39 C/5, focusing on (i) institutional gender mainstreaming; (ii) establishing and maintaining partnership, coordination and networking; and (iii) providing technical expertise and support to integrate gender equality considerations in policies, programmes and initiatives. Special emphasis will be placed on supporting UNESCO's efforts in the fields of artificial intelligence, digital skills and masculinities, as well as other transversal themes as relevant.

09202 A smaller budget envelope under the \$518 million regular budget scenario as opposed to \$534.6 million, with a corresponding impact on the budget allocated to CAB/GE, would primarily impact on CAB/GE's ability to build partnerships at the regional and global levels and develop staff capacities through targeted training. This reduction in training opportunities may lead to fewer staff designing and implementing gender-responsive and gender-transformative activities in their areas of expertise. Furthermore, it might impact on UNESCO's ability to meet the UN-SWAP indicators on capacity assessment and development. The operational budget under the \$534.6 million scenario would therefore allow maintaining the same level of activities as in the 2018-2019 biennium, with a slight increase in some cases, in particular with regard to staff training (see in particular the programmatic targets under expected result 1).

Expected result 1: A systematic and comprehensive contribution to gender equality and women's empowerment through a transformative perspective is ensured in UNESCO's areas of expertise

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M / \$518M / \$523.6M	\$534.6M
1. Percentage of UN-SWAP indicators where UNESCO meets requirements	– 100%	– 80%	– 100%
2. Percentage of relevant workplans that mainstream gender equality considerations through the project cycle	– 75%	– 75%	– 85%
3. Number of gender-specific programmes and/or workplans across the Organization	– 5 new gender-specific programmes – 30 gender-specific workplans	– 5 new gender-specific programmes – 30 gender-specific workplans	– 6 new gender-specific programmes – 32 gender-specific workplans
4. Number of knowledge products on gender equality made available to staff	– 10	– 8	– 10

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

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M / \$518M / \$523.6M	\$534.6M
1. Number of inter-agency coordination mechanisms related to gender equality to which UNESCO is invited to make a substantive contribution	– 8-10	– 8-10	– 8-10
2. Number of active partnership agreements concluded across the Organization with a focus on GE or women's empowerment	– 10	– 8	– 10
3. Number of high visibility UNESCO reports about GE or containing a chapter/ part on GE	– 10	– 6	– 8

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

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M / \$518M / \$523.6M	\$534.6M
1. Percentage of male and female staff at D-level and above	– 50% women	– 50% women	– 50% women
2. Percentage of gender focal points (GFPs) who have 20% of their time allocated to GFP functions in their job descriptions	– 80%	– 80%	– 80%
3. Percentage of overall resources allocated to GE	– 35-50%	– 20-30%	– 35-50%

Chapter 3 –Strategic Planning

09301

The Bureau of Strategic Planning (BSP) is the Secretariat's central service in charge of helping the Organization in setting its strategic, programmatic and resource allocation priorities, and in reaching out to partners to ensure those priorities are adequately resourced. In order to inform the Organization's strategy, programme and budget, the Bureau will facilitate future-oriented studies and policy debates on emerging and frontier issues likely to impact on the Organization's areas of competence. The Bureau acts also as the central hub for engagement with public and private partners as well as with civil society at large. It provides advice to the Director-General thereon.

09302

In the areas of strategic thinking and planning, programming, monitoring and reporting, the Bureau will pursue its programme of work as defined in the Approved 39 C/5. In the biennium 2020-2021, this includes in particular:

- The preparation, in close cooperation with all Secretariat units, of the future Medium-Term Strategy for 2022-2029 (41 C/4) and the Programme and Budget of the Organization (41 C/5), ensuring compliance with relevant global, regional and national priorities, the guidance provided by the governing bodies and the Director-General's directives. For this purpose, the Bureau will steer the Director-General's consultations with Member States and all stakeholders, including non-governmental organizations, on the 41 C/4 and the 41 C/5. The Bureau will facilitate future-oriented reflection and debates on emerging trends in the areas of UNESCO's competence, and will support the work of the Director-General High-level Group of experts to inform the Organization's future Strategy and programmes. As in the past, the quadrennial Programme and Budget for 2022-2025 will be prepared in accordance with the principles of results-based management and budgeting (RBM and RBB) and integrated budget. Efforts will be pursued in cooperation with the relevant services to enhance intersectorality in programme design and delivery, and ensure coherence of approaches and techniques for the development and presentation of the C/5 within an integrated budget framework encompassing assessed contributions, voluntary contributions and the funding gap.
- The overall coordination of monitoring of the implementation of the Approved Programme and Budget (39 C/5 and 40 C/5) and of the programme performance assessment exercises, formulating as necessary recommendations to the Director-General on related matters, including on corrective measures to address challenges in implementation. This includes, in particular, the preparation of the Director-General's annual report on the implementation of the Approved Programme and Budget (document EX/4), as well the coordination of key strategic reports that cut across sectors and units, including the Secretariat's reports on the follow-up to the decisions of the governing bodies (EX/5). The Bureau will also steer the preparation of the Strategic Results Report 2020 that should be submitted to the Executive Board at its spring session in 2020 to help inform discussions on future programme developments.
- The coordination and monitoring of UNESCO's strategic and programmatic contribution to the implementation of the 2030 Agenda for Sustainable Development. BSP will also be responsible for following UN discussions on programme-related issues in relevant interagency groups.
- The provision of guidance and backstopping services and the development of methodologies and tools, to support effective and efficient strategic planning, programming, monitoring and reporting, including for the continuous adaptation of the RBM/RBB methodology. In the framework of the recent UN reform, particular attention will be given to strengthen capacities for common country programming and the elaboration of regional strategies, and ensure system-wide coherence.

- 09303** Working with all sectors and units concerned, the Bureau is entrusted with the coordination of the Organization's Comprehensive Partnership Strategy, and each biennial resource mobilization strategy, that are essential to strengthen the impact and visibility of the programme.
- 09304** The Bureau is responsible for engaging with public and private partners including key interlocutors from civil society. In the 2020-2021 biennium, it will ensure the stewardship of existing public and private partnerships with a view to bringing them to scale and promoting long term, strategic alliances. It will pro-actively prospect for new donors and partners to diversify and expand UNESCO's donor base. It will provide backstopping and guidance to UNESCO Programme Sectors, including field offices, and category 1 institutes and centres in support of their efforts to engage with partners and mobilize resources.
- 09305** As the central service in charge of overseeing and coordinating the elaboration of the sectors' and field offices' strategies for partnership and resource mobilization, the Bureau will contribute to the creation of a stronger enabling environment for resource mobilization: Staff capacities will be strengthened; knowledge resources produced; structured financing dialogues and other donor consultations will be organized; and systems and processes will be refined to make them ever more conducive to efficient engagement with partners. The Bureau of Strategic planning will also be in charge of the overall administration of donor agreements, ensuring end-to-end process from the signing of agreements through to closure of projects, as well as donor and management reporting.
- 09306** In addition to its role in overseeing and coordinating the integrated comprehensive strategy for category 2 institutes and centres, ensuring alignment with the Organization's programme priorities and objectives, the Bureau of Strategic Planning will work with the programme sectors to promote and nurture stronger engagement with civil society organizations, including youth, non-governmental organizations (NGOs), cities networks, and other partners with the aim to build synergies and strengthen programme delivery.

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

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M/ \$518M / \$523.6M	\$534.6M
1. Draft Medium-Term Strategy (41 C/5) and Draft Programme and Budget (40 C/5 and 41 C/5) prepared in line with UNESCO's RBM/ RBB principles and integrated budget approach, and endorsed by the General Conference	– Draft Budget for 2020-2021(40 C/5) prepared and adopted at the 40th session of the General Conference	– Draft Medium-Term Strategy for 2022-2029 (41 C/4) and Draft Budget for 2022-2025(41 C/5) prepared and adopted at the 41st session of the General Conference	– Draft Medium-Term Strategy for 2022-2029 (41 C/4) and Draft Budget for 2022-2025(41 C/5) prepared and adopted at the 41st session of the General Conference

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M/ \$518M / \$523.6M	\$534.6M
2. Regular reports on programme execution prepared in accordance with the format and calendar set by 38 C/ Resolution 99	<ul style="list-style-type: none"> – Spring 2018 EXB session: APIR (2014-2017) – before Autumn 2018 EXB session, for consultation: online summary report – Spring 2019 EXB session: PIR 2019; and – before Autumn 2018 EXB session, for consultation: online summary report 	<ul style="list-style-type: none"> – Spring 2020 EXB session: SRR 2020 – Annual PIR (2020, 2021); – Online report on programme execution (Autumn 2020; Autumn 2021) 	<ul style="list-style-type: none"> – Spring 2020 EXB session: SRR 2020 – Annual PIR (2020, 2021); – Online report on programme execution (Autumn 2020; Autumn 2021)

Expected result 2: Partnerships strengthened, house-wide coordination of resource mobilization ensured with particular emphasis on achieving better alignment, predictability, flexibility and transparency in the way the Organization is resourced, as well as promoting donor diversification

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M/ \$518M / \$523.6M	\$534.6M
1. Voluntary funding mobilized to fill the funding gap for 2020-2021	– <u>Funding gap in the Approved 39 C/5: 339 million</u>	– Funding gap in the Approved 40C/5	– Funding gap in the Approved 40C/5
2. The organization of Structured Financing dialogues and other informal and formal consultations with Member States and donors including government, EU, and private sector on the resourcing of 39 C/5	– Structured financing dialogues held in 2018 and 2019	<ul style="list-style-type: none"> – Structured financing dialogues held in 2020 – Elaboration of house-wide guidelines on the organization of structured financing dialogues 	– Structured financing dialogues held in 2020
3. The conclusion of multiannual partnership and programme agreements and greater allocation of unearmarked and lightly earmarked funding to the Organization fully aligned with C/5	– At least two major multi-annual partnership and programme agreements providing for lightly earmarked funding	– At least two major multi-annual partnership and programme agreements providing for lightly earmarked funding	– At least two major multi-annual partnership and programme agreements providing for lightly earmarked funding

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M/ \$518M / \$523.6M	\$534.6M
4. <u>The elaboration of partnership and resource mobilization strategies, and delivery of capacity-building, guidance material, knowledge resources, and new tools, relating to the planning of the integrated budget and resource mobilization based on SFD principles</u>	<ul style="list-style-type: none"> – Resource mobilization training rolled out to Major Programmes and field offices on request – Guidebook on resource mobilization – Guidelines on field offices resource mobilization plans – E-learning module on resource mobilization 	<ul style="list-style-type: none"> – Capacity building for Partnerships and resource mobilization rolled out to programme sectors, including field offices and category 1 institutes and centre on request – Elaboration of resource mobilization strategy for 2020-2021 	<ul style="list-style-type: none"> – Capacity building for partnerships and resource mobilization rolled out to programme sectors, including field offices and category institutes and centre on request – Elaboration of resource mobilization strategy for 2020-2021
5. <u>Number of new NGOs, including from underrepresented regions entering into official partnership</u>		– At least 30% of new admissions	– At least 30% of new admissions

Chapter 4 – Public information

09401

The Director-General wishes to give communication a central place in the Organization's strategic transformation process. In a world where the flow of information and the interplay of influences is shaping national and international public agendas, it is essential for UNESCO to make its voice heard and participate in this global conversation. One of the first decisions made was to reorganize the Sector for External Relations and Public Information (ERI) and bring the Division of Public Information closer to the Office of the Director-General (CAB). Next, substantive discussion on the entire communication function was launched in 2018, leading to a new communication strategy and recommendations from the dedicated working group that will inevitably lead to a number of changes in the roles and responsibilities of the Division of Public Information, the sectors, the field offices and institutes, as well as in the objectives assigned. In that connection, a significant transition in public information and communication has already begun in the 2019-2018 biennium, and will be stepped up in the 2020-2021 biennium.

09402

One of the aspects of this transition is the effort that will be made to produce content in all six official languages on an equal basis. However, this aspect will continue to be a challenge owing to budgetary constraints under the regular programme.

09403

The public information and communication function is strategic for the Organization. It includes not only technical aspects for disseminating information through different channels, but also, as recommended by the Joint Inspection Unit of the United Nations System (JIU/REP/2015/4) plays a more essential role in promoting and supporting the implementation of UNESCO's goals and priorities.

09404

The Organization's communication should be driven by its programme and based on the results that its programme achieves. It must be consistent and diverse to be able to effectively reach the many audiences with which the Organization interacts. The messages and the various means of communication complementing one another must foster this interaction with UNESCO's audiences and participate in an organizational culture of transparency and joint construction.

- 09405** By using all the tools of communication, the Organization must assert its position within the United Nations system and demonstrate its impact and its contribution to the achievement of the Sustainable Development Goals (SDGs), in particular through its work in the field and regular reminders of the fundamental principles underlying all its work: human rights, gender equality, culture of peace, principles of inclusion, dialogue and respect for diversity.
- 09406** Taking advantage of its worldwide reputation and the strength of its brand name, UNESCO is responsible for managing all forms of association with its name, whether with public or private partners or civil society, within the framework of institutional or cultural events or projects. Given the leveraging power of this tool, branding is receiving focused attention as an essential element of the partnership strategy, the mobilization of extrabudgetary funds and thus the implementation of the programme.
- 09407** In order to reach the targeted audiences most effectively, communication must be dynamic, clear, multilingual and visual. It must also be able to evolve and keep up with technological developments and the latest practices. The responsibility for quality communication, in line with the strategic principles set out above, lies with everyone in the Organization (programme sectors, field offices, institutes, support services, governing bodies, etc.) although coordination and strategic management is the responsibility of the Division of Public Information, which defines the roles and responsibilities of all and the key messages associated with the communication plans, and ensures the monitoring and evaluation of impact and visibility.

1. Editorial and media services

- 09408** UNESCO's communication practices continue to evolve as new opportunities emerge for the Organization to connect with the various communities that we need to reach. Largely due to fast-paced development in online and social media, there are several platforms for outreach to these communities on which to communicate about the UNESCO Programme. These include multilingual outreach on our web portals, our social media driven largely by Twitter, Instagram, Facebook, VKontakt, Weibo, and through our media relations, which allows the Organization to inform the local, national and international media about UNESCO's work.
- 09409** Content is critical and a strong comparative advantage of UNESCO. Just as critical, and a key element of our strategy, will be to tailor our message for the platform in question. Driven by growing numbers of new people coming to UNESCO through social media, short videos, powerful images and easy to follow infographics are gaining in importance. In principle, this means that story-telling is the paramount objective, but in images and word. While strong editorial content, with feature stories emphasizing UNESCO's value and relevance, photos, videos and infographics are fast becoming the lead actors or part of the complementary framework that moves the communities UNESCO targets to its various products. Instagram and Twitter are effective tools for engaging with online community, especially in the key 18-35 year old demographic, through short videos, infographics, photos, quizzes and surveys, and for cross-promotion to feature stories and other key information rich web pages. Facebook's demographics, especially in its established markets, is trending toward an older population that has the promise to maintain our links to longtime supporters of the organization as a source for all types of UNESCO- produced material, while also being a space for engagement and exchange.
- 09410** UNESCO will continue to collaborate with news and information media. It will work proactively to provide journalists with an increased range of well-adapted and targeted editorial products including images, videos and social media messages, on the Organization's priorities and activities; promote media opportunities for UNESCO's leaders and experts; sensitize journalists to the full range and complexity of the issues dealt with and actions undertaken by the Organization, in order to encourage

regular and comprehensive media coverage. It will establish media partnerships with key partners to increase its outreach.

09411

It will closely monitor the media coverage across all media worldwide and among opinion leaders who can influence perceptions about UNESCO.

Expected result 1: UNESCO's activities and priorities adequately portrayed through its own production of texts, images, infographics and video, disseminated on its various platforms, cross-promoted, and largely covered by national and international media outlets as well as web and social media platforms inducing better knowledge of UNESCO's mission and mandate

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M/ \$518M / \$523.6M	\$534.6M
1. Number of multilingual feature stories produced published on the web	– 80 feature stories	– 120 feature stories	– 120 feature stories
2. Number of articles in global news media in which UNESCO is mentioned (based on Cision database)	– 50,000 articles per month	– 60,000 articles per month	– 60,000 articles per month

2. Public relations, partnerships and campaigns

09412

The institutional communication consisting in building and managing the image and brand of UNESCO and in generating the commitment of the citizens to the Organization, has significant far growing and strategic potential. It is the cornerstone of UNESCO's influence and is composed of an array of complementary functions: piloting communication campaigns, events (HQ based, in the field and sometimes digital), the use of the Organization Headquarters to serve the image (public management and information at HQ and all HQ marketing-related activities).

Communication campaigns

09413

Through the creation and management of global campaigns and communication projects, DPI supports and supervises all public communication campaigns with the program sectors. This consists in searching for the opportunity, mobilizing professional networks, supervising the design and the production together with the expertise support for the formalization of the collaboration. UNESCO will mobilize appropriate media, private sector and major institutional actors on these advocacy campaigns to raise awareness and to engage the general public with the Organization. These communication campaigns require the team's capacities and expertise in event management as well as in mobilizing its networks of media, influencers, talents and UNESCO Goodwill Ambassadors.

Events

09414

Building the image of the Organization at local level for UNESCO Headquarters public as well as for international events (COP, UN HQ visitors center, etc.) will be another major pillar of the team's work. This activity will be carried out through the global management of some critical events and the team's à la carte expertise to Sectors' or field offices' special events (Prize ceremonies, partners' Forum, institutional events).

09415 UNESCO will consolidate its ambition to position its Headquarters in Paris cultural environment, and to open it ever more to new publics especially young people. This will be achieved through the reactivation of the visitors' service, the UNESCO Campus, the HQ valorisation special events and special major public openings (Heritage Days, UNDAYs, etc.) based on partnerships. To this end, information and promotion tools will be activated.

Marketing and partnerships

09416 DPI will further develop, consolidate and manage its growing ecosystem of partners to initiate and carry out communication projects with relevant stakeholders chosen from the civil society (e.g. media, audio-visual producers, news agencies, foundations, actors of the audio-visual and film industries, etc.). These partnerships will generate opportunities in terms of marketing operations as well as crowdfunding to be managed appropriately.

Expected result 2: UNESCO's institutional image enhanced through the creation and management of ecosystems of partners (media, sponsors, implementing agents) leading to communication campaigns, communication and marketing projects, Headquarters public information and special events

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M/ \$518M / \$523.6M	\$534.6M
1. Number of communication partnerships	– 4 new communication partnerships	– 4 new communication partnerships	– 4 new communication partnerships
2. <u>Number of corporate events</u>		– 5 corporate events fully managed – support to 10 Sectors' strategic events	– 5 corporate events fully managed – support to 10 Sectors' strategic events
3. Public information at HQ (valorization events, Campus and visits)	– 20,000 persons per year	– 20,000 persons per year – 15 campus/year	– 20,000 persons per year – 15 campus/year
4. <u>Communication campaigns</u>		– support and co-management of 4 communication campaigns	– support and co-management of 4 communication campaigns

3. Publications, open access and brand management

Open Access, accessibility and expanding reach

09417 UNESCO's Open Access (OA) policy is the backbone of our dissemination strategy since 2013 and is measurable in terms of increased dissemination of UNESCO's publications. Tracking use through the use of both a dedicated OA platform and technical identifiers allows us to measure the impact of our new policy and inform on development.

09418 Open Access will be expanded to all areas of our content including web, photos, audio-visual and data. Expanding access also requires posting of multilingual content strategically where the content is relevant and easily discoverable by Internet users. Building partnerships with popular platforms (like

Wikimedia, Google, YouTube, etc.) for media content will be one of our priorities. Accessibility for the visually impaired and those with reading problems also requires bringing up to norm documents and web content so that it is available.

- 09419** UNESCO's publications will be made available via the development of an e-shop to facilitate delivery in a structured and modular form to content aggregators and libraries around the world. This tool will find itself at the heart of UNESCO's web portal as a vital resource for the overall visibility.

Improving quality and coherence of publications

- 09420** The whole quality assurance framework put into place since 2008 and especially the introduction of the Publications Board in 2011 has created a self-improvement dynamic in the programme sectors. Quality control (and tighter budgets) is transmuting into strategic thinking about publications. DPI has to be leading this process and working with the sectors to produce fewer and more impactful titles. Currently, working on the conceptualization of a new flagship series of UNESCO reports.

UNESCO Annual Report

- 09421** The UNESCO Annual Report has become a central communication tool for the Organization due to its simple and attractive content. The content needs to be more web-based and multilingual to reach broader audiences.

Branding and merchandizing

- 09422** Co-branding partnerships as already developed with PAMP and Harper Collins, as well as others, will be developed with other brand names that share UNESCO values and objectives. As part of the branding initiative, the UNESCO bookshop will develop branded and co-branded products that can be sold through the e-shop platform and via a network of distributors, including Field Offices, museums and other outlets (world heritage sites, etc.).

World Book and Copyright Day and World Book Capital programme

- 09423** UNESCO invites every year the international community to celebrate World Book and Copyright Day by organizing and/or participating to events around the world such as conferences, workshops, debates, literary award ceremonies, artistic performances, etc. The success of this Day is due to the support received from all the stakeholders concerned (authors, publishers, teachers, librarians, institutions, media).
- 09424** The World Book Capital is selected every year by the international organizations that represent the three major sectors of the book industry. The year starts on 23 April, World Book and Copyright Day, and brings together the city's publishers, writers and book industry to promote and celebrate books and reading.
- 09425** We are currently seeking funding partners for these two projects.

The UNESCO Courier

- 09426** The relaunch of the UNESCO Courier began in 2017 thanks to the financial commitment of the Chinese National Commission for UNESCO. The initial funding is for 5 years in Arabic, Chinese, English, French, Spanish and Russian.

09427 The Courier covers issues and themes of universal interest, relevant to UNESCO's mandate. In an attempt to bring answers to the great challenges of our times, the magazine publishes articles of well known intellectuals, experts and artists, as well as of journalists from different cultural and geographical horizons.

09428 Dissemination of the new version of the Courier depends heavily on its digital versions on different platforms and promoting it through social media.

Expected result 3: UNESCO's intellectual contributions promoted through high-quality publications, including the UNESCO Courier, produced and disseminated under the open-access policy and in close cooperation with publishing partners to ensure wide audiences; UNESCO's name and logo valued, protected and promoted through branding and merchandizing initiatives; books and reading celebrated and promoted through the celebration of World Book and Copyright Day and the World Book Capital programme

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M/\$518M/ \$523.6M	\$534.6M
1. Increased number of downloads	– 10 million downloads	– 10 million downloads	– 10 million downloads
2. Increased number of translations and adaptations of UNESCO publications	– 35 official derivatives	– 35 official derivatives	– 35 official derivatives
3. Increased number of press articles, online sourcing and blogs concerning UNESCO publications	– 60	– 60	– 60
4. Increased number of co-branding partnerships	– 25	– 25	– 25
5. Downloads of UNESCO Courier in 6 languages	– 3 million	– 3 million	– 3 million

4. Integrated web platform and social media

09429 The integrated web platform is the Organization's first point of contact with millions of visitors each month, and at the same time one of the main working tools of the Secretariat. To be credible, relevant, visible and effective, it must be able to assert its presence and demonstrate the Organization's purpose, scope and achievements.

09430 The web platform is the backbone of UNESCO's communication strategy. It is composed of UNESCO.org for the general public, UNESCO.int for Member States and main stakeholders and UNESCOCOMMUNITY for UNESCO staff. Several social media accounts complement the platform and drive daily activities. The platform aims to be high quality, visually attractive and multilingual to support institutional and programmatic communication.

09431

The technical development of the platform remains a constant challenge, as it requires the integration of several functionalities in a rapidly evolving environment. Innovative technologies and solutions are gradually and according to professional standards, incorporated in UNESCO web architecture.

09432

The management of the web platform and the social media accounts directly support and serve the implementation of the other public information expected results.

Expected result 4: Dissemination of knowledge and information facilitated via the integrated web content management platform in multiple languages serving the different audiences.

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M/\$518M/ \$523.6M	\$534.6M
1. Web analytics	– Average of 7 million page views; 3 million visits and 2 million unique visitors per month	– Average of 7 million page views; 3 million visits and 2 million unique visitors per month	– Average of 7 million page views; 3 million visits and 2 million unique visitors per month
2. Number of followers/fans on social media in all languages and for all accounts	– 5.3 million likes/followers/fans	– 8 million likes/followers/fans	– 8 million likes/followers/fans

II.C – Participation Programme and Fellowships

Part II.C – 1 Integrated budget based on the Appropriated regular programme budget of \$507 million, \$518 million and \$523.6 million

Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					Total
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$507M/ \$518M/ \$523.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Participation Programme and Fellowships									
I. Staff (established posts)		1 398 700	1 398 700	1 398 700	–	–	–	–	1 398 700
II. Operational budget:									
Programme management significantly improved to ensure greater transparency, strengthen accountability mechanisms, promote the Organization's image, increase the impact of its action and give effective priority to Africa and to other priority target countries (LDCs, SIDS, developing countries and post-conflict and									
ER1 post-disaster countries)	11 185 300		11 185 300	11 185 300	–	–	–	–	11 185 300
Thematic areas aligned to strategic objectives of the Organization. Fellowship beneficiaries (in particular from Africa and LDCs) empowered in programme priority areas through sharing of knowledge and upgrading of skills at the graduate and postgraduate									
ER2 levels	864 000		864 000	744 000	–	–	120 000	–	864 000
Subtotal, Operational budget	12 049 300	–	12 049 300	11 929 300	–	–	120 000	–	12 049 300
Total, Participation Programme and Fellowships	12 049 300	1 398 700	13 448 000	13 328 000	–	–	120 000	–	13 448 000

¹ Under the \$518M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds. Under the \$507M and \$523.6M scenarios, the Appropriated regular programme budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro (before revising into a new rate). The details of the revision will be given in the Technical Note

Part II.C – 2 Integrated budget based on the Appropriated regular programme budget of \$507 million, \$518 million and \$523.6 million

Items of expenditure	Breakdown by operational and staff budget			Breakdown by source of funds					Total
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$507M/ \$518M/ \$523.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Participation Programme and Fellowships									
I. Staff (established posts)		1 398 700	1 398 700	1 398 700	–	–	–	–	1 398 700
II. Other costs:									–
Temporary assistance	34 500		34 500	30 500	–	–	4 000	–	34 500
Delegates & external individual missions	–		–	–	–	–	–	–	–
Staff mission costs	20 000		20 000	20 000	–	–	–	–	20 000
Consultants and experts' costs	36 000		36 000	30 000	–	–	6 000	–	36 000
Contracted services	40 100		40 100	31 600	–	–	8 500	–	40 100
External training, grants and other transfers	–		–	–	–	–	–	–	–
Supplies, consumables & other running costs	51 400		51 400	49 900	–	–	1 500	–	51 400
Financial contribution (PP)	11 025 200		11 025 200	11 025 200	–	–	–	–	11 025 200
Fellowships (FEL)	842 100		842 100	742 100	–	–	100 000	–	842 100
Other expenses	–		–	–	–	–	–	–	–
Subtotal, Operational budget	12 049 300	–	12 049 300	11 929 300	–	–	120 000	–	12 049 300
Total, Participation Programme and Fellowships	12 049 300	1 398 700	13 448 000	13 328 000	–	–	120 000	–	13 448 000

- 1 Under the \$518M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds. Under the \$507M and \$523.6M scenarios, the Appropriated regular programme budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro (before revising into a new rate). The details of the revision will be given in the Technical Note

Part II.C – 1 Integrated budget based on the Appropriated regular programme budget of \$534.6 million

Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					Total
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Participation Programme and Fellowships									
I. Staff (established posts)		1 398 700	1 398 700	1 398 700	–	–	–	–	1 398 700
II. Operational budget:									
Programme management significantly improved to ensure greater transparency, strengthen accountability mechanisms, promote the Organization's image, increase the impact of its action and give effective priority to Africa and to other priority target countries (LDCs, SIDS, developing countries and post-conflict and									
ER1 post-disaster countries)	11 231 100		11 231 100	11 231 100	–	–	–	–	11 231 100
Thematic areas aligned to strategic objectives of the Organization. Fellowship beneficiaries (in particular from Africa and LDCs) empowered in programme priority areas through sharing of knowledge and upgrading of skills at the graduate and postgraduate									
ER2 levels	874 000		874 000	754 000	–	–	120 000	–	874 000
Subtotal, Operational budget	12 105 100	–	12 105 100	11 985 100	–	–	120 000	–	12 105 100
Total, Participation Programme and Fellowships	12 105 100	1 398 700	13 503 800	13 383 800	–	–	120 000	–	13 503 800

- 1 Under the \$534.6M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Part II.C – 2 Integrated budget based on the Appropriated regular programme budget of \$534.6 million

Items of expenditure	Breakdown by operational and staff budget			Breakdown by source of funds					Total
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Participation Programme and Fellowships									
I. Staff (established posts)		1 398 700	1 398 700	1 398 700	–	–	–	–	1 398 700
II. Other costs:									
Temporary assistance	34 500		34 500	30 500	–	–	4 000	–	34 500
Delegates & external individual missions	–		–	–	–	–	–	–	–
Staff mission costs	20 000		20 000	20 000	–	–	–	–	20 000
Consultants and experts' costs	36 000		36 000	30 000	–	–	6 000	–	36 000
Contracted services	40 100		40 100	31 600	–	–	8 500	–	40 100
External training, grants and other transfers	–		–	–	–	–	–	–	–
Supplies, consumables & other running costs	51 400		51 400	49 900	–	–	1 500	–	51 400
Financial contribution (PP)	11 081 000		11 081 000	11 081 000	–	–	–	–	11 081 000
Fellowships (FEL)	842 100		842 100	742 100	–	–	100 000	–	842 100
Other expenses	–		–	–	–	–	–	–	–
Subtotal, Operational budget	12 105 100	–	12 105 100	11 985 100	–	–	120 000	–	12 105 100
Total, Participation Programme and Fellowships	12 105 100	1 398 700	13 503 800	13 383 800	–	–	120 000	–	13 503 800

- 1 Under the \$534.6M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Chapter 1 – Participation Programme

10101 The Participation Programme (PP) will continue to provide direct assistance for Member States' and Associate Members' initiatives in the Organization's fields of competence, according to priorities that they themselves have set. Such assistance, intended to promote national, subregional, interregional or regional activities, must be consistent with the Organization's global priorities and its strategic programme objectives. The Participation Programme is designed to strengthen partnership between the Organization and its Member States and between the Organization and non-governmental organizations in official partnership with UNESCO.

10102 The Secretariat will continue efforts to improve the PP's results-based management pursuant to the external audit recommendations in order to improve the quality of projects submitted and optimize the whole PP evaluation process. The Secretariat will take the necessary measures to ensure that PP funds are distributed fairly and expedite disbursement of approved amounts. The Intersectoral Committee on the Participation Programme will ensure that priority is given to Africa, gender equality as well as to the concerned priority groups of countries.

10103 More attention will be paid to improve communication with Member States, non-governmental organizations, focal points in programme sectors and field offices throughout the evaluation and

approval of requests. The Participation Programme and Fellowships Section, in close cooperation with the Bureau of Financial Management (BFM) and the concerned Member States, will continue efforts to improve the quality of reports submitted after completion of each project in order to ensure that approved funds have been used appropriately.

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

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M/ \$518M/\$523.6M	\$534.6M
1. Increased number of approved projects in favour of the countries in need, in particular Africa, LDCs, SIDS and developing countries	– Improved quality of the required financial and evaluation reports, and assist the blocked Member States to settle their files and be in a position to benefit again from PP funds	– Improved quality of the required financial and evaluation reports, and assist the blocked Member States to settle their files and be in a position to benefit again from PP funds	– Improved quality of the required financial and evaluation reports, and assist the blocked Member States to settle their files and be in a position to benefit again from PP funds

Chapter 2 – Fellowships Programme

10201 During the period under consideration, UNESCO will contribute to enhancing institutional capacity development, international understanding and knowledge sharing, through fellowships for Africa, women and least developed countries. UNESCO will adopt a proactive policy towards seeking and negotiating cost-sharing arrangements with interested donors under the Co-Sponsored Fellowships Scheme. Efforts will be made to mobilize extrabudgetary resources through potential partnerships.

10202 Awarded fellowships will be closely aligned to UNESCO's priorities as defined in the C/4 and C/5 documents. Cooperation with the UN system will continue with a view to harmonizing policies, criteria, standards and payments in the administration of fellowships and information sharing on the best practices.

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

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M/ \$518M/\$523.6M	\$534.6M
1. Dispatch of announcement letters, reception of applications, participation in selecting the fellows in favour of beneficiaries from Africa and LDCs as well as developing countries	– 370 fellowships will be granted in conformity with the established TOR with the concerned donor countries	– 310 fellowships will be granted in conformity with the established TOR with the concerned donor countries	– 310 fellowships will be granted in conformity with the established TOR with the concerned donor countries

Part III – Corporate Services

Part III – 1 Integrated budget based on the Appropriated regular programme budget of \$507 million, \$518 million and \$523.6 million

Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					Total
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$507M/ \$518M/ \$523.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	
	\$	\$	\$	\$	\$	\$	\$	\$	\$
A. Office of the ADG of the administration and management sector									
I. Staff (established posts)		1 702 200	1 702 200	962 200	740 000	–	–	–	1 702 200
II. Operational budget:									
ER1 Management policies modernized	185 800		185 800	50 800		–	135 000	–	185 800
ER2 Administrative and operational structures reviewed	78 300		78 300	76 400	1 900	–	–	–	78 300
Subtotal, Operational budget	264 100	–	264 100	127 200	1 900	–	135 000	–	264 100
Total, Part III.A	264 100	1 702 200	1 966 300	1 089 400	741 900	–	135 000	–	1 966 300
B. Human resources management									
I. Staff (established posts)		14 358 000	14 358 000	12 415 000	1 743 000	200 000	–	–	14 358 000
II. Operational budget:				–					
ER1 Action plan for the human resources management strategy for 2017-2022 developed and implemented	562 600		562 600	–	562 600	–	–	–	562 600
ER2 Staff capabilities strengthened, ensuring high performance and excellence	2 511 100		2 511 100	–	541 100	–	–	1 970 000	2 511 100
ER3 Enabling and engaging work environment created	14 914 400		14 914 400	11 518 600	3 395 800	–	–	–	14 914 400
Subtotal, Operational budget	17 988 100	–	17 988 100	11 518 600	4 499 500	–	–	1 970 000	17 988 100
Total, Part III.B	17 988 100	14 358 000	32 346 100	23 933 600	6 242 500	200 000	–	1 970 000	32 346 100
C. Financial management									
I. Staff (established posts)		14 210 300	14 210 300	9 335 300	4 875 000	–	–	–	14 210 300
II. Operational budget:									
ER1 Informed decision-making improved through budget administration and financial reporting	387 200		387 200	137 200	150 000	–	100 000	–	387 200
ER2 Organization's ability to implement robust internal controls strengthened	364 300		364 300	179 300	175 000	–	10 000	–	364 300
ER3 Effective operational services provided and financial management capacity strengthened	431 300		431 300	236 100	195 200	–	–	–	431 300
Subtotal, Operational budget	1 182 800	–	1 182 800	552 600	520 200	–	110 000	–	1 182 800
Total, Part III.C	1 182 800	14 210 300	15 393 100	9 887 900	5 395 200	–	110 000	–	15 393 100

1 Under the \$518M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds. Under the \$507M and \$523.6M scenarios, the Appropriated regular programme budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$507M/ \$518M/ \$523.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
D. Operational Support and the support for the organization of conferences, languages and documents									
I. Staff (established posts)		30 621 700	30 621 700	20 570 700	–	10 051 000	–	–	30 621 700
II. Operational budget:									
ER1 Greater efficiencies and value for money achieved	867 700		867 700	867 700	–	–	–	–	867 700
ER2 Multilingualism and quality assurance of translation and document services ensured	8 023 200		8 023 200	1 633 200	–	6 390 000	–	–	8 023 200
ER3 Ergonomic and more accessible work environment ensured	18 987 500		18 987 500	3 819 300		14 818 200	–	350 000	18 987 500
Subtotal, Operational budget	27 878 400	–	27 878 400	6 320 200	–	21 208 200	–	350 000	27 878 400
Total, Part III.D	27 878 400	30 621 700	58 500 100	26 890 900	–	31 259 200	–	350 000	58 500 100
E. Organization-wide knowledge management									
I. Staff (established posts)		9 324 000	9 324 000	9 324 000	–	–	–	–	9 324 000
II. Operational budget:									–
ER1 Programme delivery enhanced through better use of institutional memory, knowledge management and innovative ICT solutions	1 150 300		1 150 300	700 300	–	–	300 000	150 000	1 150 300
Total, Part III.E	1 150 300	9 324 000	10 474 300	10 024 300	–	–	300 000	150 000	10 474 300
F. ICT Infrastructure and operations									
I. Staff (established posts)		7 003 600	7 003 600	4 430 600	2 573 000	–	–	–	7 003 600
II. Operational budget:									–
ER1 Programme delivery enabled through the provision of a robust and reliable ICT infrastructure	696 700		696 700	308 100	388 600	–	–	–	696 700
Total, Part III.F	696 700	7 003 600	7 700 300	4 738 700	2 961 600	–	–	–	7 700 300
G. Management of safety and security									
I. Staff (established posts)		11 635 400	11 635 400	7 520 400	–	4 115 000	–	–	11 635 400
II. Operational budget:									–
ER1 Safety and security of the work environment enhanced	2 329 200		2 329 200	2 329 200	–	–	–	–	2 329 200
Total, Part III.G	2 329 200	11 635 400	13 964 600	9 849 600	–	4 115 000	–	–	13 964 600
Total, Staff (established posts)	–	88 855 200	88 855 200	64 558 200	9 931 000	14 366 000	–	–	88 855 200
Total, Operational budget	51 489 600	–	51 489 600	21 856 200	5 410 200	21 208 200	545 000	2 470 000	51 489 600
Total, Part III	51 489 600	88 855 200	140 344 800	86 414 400	15 341 200	35 574 200	545 000	2 470 000	140 344 800

1 Under the \$518M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds. Under the \$507M and \$523.6M scenarios, the Appropriated regular programme budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Part III – 2 Integrated budget based on the Appropriated regular programme budget of \$507 million, \$518 million and \$523.6 million

Items of expenditure	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$507M/ \$518M/ \$523.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
A. Office of the ADG of the Administration and Management Sector									
I. Staff (established posts)		1 702 200	1 702 200	962 200	740 000	–	–	–	1 702 200
II. Operational budget:									
Temporary assistance	–		–	–	–	–	–	–	–
Delegates & external individual missions	–		–	–	–	–	–	–	–
Staff mission costs	56 000		56 000	56 000	–	–	–	–	56 000
Consultants and experts' costs	–		–	–	–	–	–	–	–
Contracted services	135 000		135 000	–	–	–	135 000	–	135 000
External training, grants and other transfers	–		–	–	–	–	–	–	–
Supplies, consumables & other running costs	70 600		70 600	68 700	1 900	–	–	–	70 600
Other expenses	2 500		2 500	2 500	–	–	–	–	2 500
Subtotal, Operational budget	264 100	–	264 100	127 200	1 900	–	135 000	–	264 100
Total, Part III.A	264 100	1 702 200	1 966 300	1 089 400	741 900	–	135 000	–	1 966 300
B. Human resources management									
I. Staff (established posts)		14 358 000	14 358 000	12 415 000	1 743 000	200 000	–	–	14 358 000
II. Other costs:									
Temporary assistance	177 000		177 000		177 000	–	–	–	177 000
Delegates & external individual missions	–		–	–	–	–	–	–	–
Staff mission costs	169 600		169 600	–	169 600	–	–	–	169 600
Consultants and experts' costs	52 000		52 000	–	52 000	–	–	–	52 000
Contracted services	759 000		759 000	–	759 000	–	–	–	759 000
External training, grants and other transfers	–		–	–	–	–	–	–	–
Supplies, consumables & other running costs	504 300		504 300	334 500	169 800	–	–	–	504 300
Other expenses	136 800		136 800	84 100	52 700	–	–	–	136 800
									–
III. Resources managed by the Bureau of Human Resources Management on behalf of the Organization as a whole:									–
Training	1 970 000		1 970 000	–	–	–	–	1 970 000	1 970 000
Contribution to the Medical Benefit Fund (MBF) for Associate Participants and administrative costs	11 100 000		11 100 000	11 100 000	–	–	–	–	11 100 000
MBF claims processing & notariat	2 600 000		2 600 000	–	2 600 000	–	–	–	2 600 000
Staff Compensation Plan	129 600		129 600	–	129 600	–	–	–	129 600
Pension Fund Travel (UNJSPF) incl. Staff mission & Part. travel	37 400		37 400	–	37 400	–	–	–	37 400
Inter-Agency Games (Contribution for staff member's travel)	–		–	–	–	–	–	–	–
Contribution to Staff associations	72 400		72 400	–	72 400	–	–	–	72 400
Contribution to the Association of Retired Staff Members (AAFU)	30 000		30 000	–	30 000	–	–	–	30 000
JCU (Children's club and Day Nursery)	250 000		250 000	–	250 000	–	–	–	250 000
Other centrally managed funds	–		–	–	–	–	–	–	–
Subtotal, Operational budget	17 988 100	–	17 988 100	11 518 600	4 499 500	–	–	1 970 000	17 988 100
Total, Part III.B	17 988 100	14 358 000	32 346 100	23 933 600	6 242 500	200 000	–	1 970 000	32 346 100

1 Under the \$518M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds. Under the \$507M and \$523.6M scenarios, the Appropriated regular programme budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Items of expenditure	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$507M/ \$518M/ \$523.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
C. Financial management									
I. Staff (established posts)		14 210 300	14 210 300	9 335 300	4 875 000	-	-	-	14 210 300
II. Other costs:									
Temporary assistance	25 200		25 200	-	25 200	-	-	-	25 200
Delegates & external individual missions	-		-	-		-	-	-	-
Staff mission costs	35 000		35 000	-	35 000	-		-	35 000
Consultants and experts' costs	94 000		94 000	12 000	62 000	-	20 000	-	94 000
Contracted services	208 000		208 000	50 000	158 000	-		-	208 000
External training, grants and other transfers	235 000		235 000	-	145 000	-	90 000	-	235 000
Supplies, consumables & other running costs	585 600		585 600	490 600	95 000	-	-	-	585 600
Other expenses	-		-	-	-	-	-	-	-
Subtotal, Operational budget	1 182 800	-	1 182 800	552 600	520 200	-	110 000	-	1 182 800
Total, Part III.C	1 182 800	14 210 300	15 393 100	9 887 900	5 395 200	-	110 000	-	15 393 100
D. Operational Support and the support for the organization of conferences, languages and documents									
I. Staff (established posts)		30 621 700	30 621 700	20 570 700	-	10 051 000	-	-	30 621 700
II. Other costs:									
Temporary assistance	4 822 300		4 822 300	287 000	-	4 535 300	-	-	4 822 300
Delegates & external individual missions	-		-	-	-	-	-	-	-
Staff mission costs	87 800		87 800	87 800	-	-	-	-	87 800
Consultants and experts' costs	55 000		55 000	55 000	-	-	-	-	55 000
Contracted services	17 617 100		17 617 100	4 424 500	-	13 192 600	-	-	17 617 100
External training, grants and other transfers	70 000		70 000	55 000	-	15 000	-	-	70 000
Supplies, consumables & other running costs	3 270 900		3 270 900	1 360 900	-	1 910 000	-	-	3 270 900
Other expenses	1 955 300		1 955 300	50 000	-	1 555 300	-	350 000	1 955 300
Subtotal, Operational budget	27 878 400	-	27 878 400	6 320 200	-	21 208 200	-	350 000	27 878 400
Total, Part III.D	27 878 400	30 621 700	58 500 100	26 890 900	-	31 259 200	-	350 000	58 500 100
E. Organization-wide knowledge management									
I. Staff (established posts)		9 324 000	9 324 000	9 324 000	-	-	-	-	9 324 000
II. Other costs:									
Temporary assistance	40 000		40 000	40 000	-	-	-	-	40 000
Delegates & external individual missions	-		-	-	-	-	-	-	-
Staff mission costs	20 000		20 000	20 000	-	-	-	-	20 000
Consultants and experts' costs	90 000		90 000	90 000	-	-	-	-	90 000
Contracted services	395 500		395 500	245 500	-	-	-	150 000	395 500
External training, grants and other transfers	15 000		15 000	15 000	-	-	-	-	15 000
Supplies, consumables & other running costs	289 800		289 800	289 800	-	-	-	-	289 800
Other expenses	300 000		300 000	-	-	-	300 000	-	300 000
Subtotal, Operational budget	1 150 300	-	1 150 300	700 300	-	-	300 000	150 000	1 150 300
Total, Part III.E	1 150 300	9 324 000	10 474 300	10 024 300	-	-	300 000	150 000	10 474 300

1 Under the \$518M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds. Under the \$507M and \$523.6M scenarios, the Appropriated regular programme budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Items of expenditure	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$507M/ \$518M/ \$523.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
F. ICT Infrastructure and operations									
I. Staff (established posts)		7 003 600	7 003 600	4 430 600	2 573 000	–	–	–	7 003 600
II. Other costs:									
Temporary assistance	10 000		10 000	–	10 000	–	–	–	10 000
Delegates & external individual missions	–		–	–	–	–	–	–	–
Staff mission costs	12 000		12 000	–	12 000	–	–	–	12 000
Consultants and experts' costs	90 000		90 000	–	90 000	–	–	–	90 000
Contracted services	376 600		376 600	178 900	197 700	–	–	–	376 600
External training, grants and other transfers	10 000		10 000	–	10 000	–	–	–	10 000
Supplies, consumables & other running costs	198 100		198 100	129 200	68 900	–	–	–	198 100
Other expenses	–		–	–	–	–	–	–	–
Subtotal, Operational budget	696 700	–	696 700	308 100	388 600	–	–	–	696 700
Total, Part III.F	696 700	7 003 600	7 700 300	4 738 700	2 961 600	–	–	–	7 700 300
G. Management of safety and security									
I. Staff (established posts)		11 635 400	11 635 400	7 520 400	–	4 115 000	–	–	11 635 400
II. Operational budget:									
Temporary assistance	889 700		889 700	889 700	–	–	–	–	889 700
Delegates & external individual missions	–		–	–	–	–	–	–	–
Staff mission costs	30 000		30 000	30 000	–	–	–	–	30 000
Consultants and experts' costs	–		–	–	–	–	–	–	–
Contracted services	500 000		500 000	500 000	–	–	–	–	500 000
External training, grants and other transfers	60 000		60 000	60 000	–	–	–	–	60 000
Supplies, consumables & other running costs	749 500		749 500	749 500	–	–	–	–	749 500
Other expenses	100 000		100 000	100 000	–	–	–	–	100 000
Subtotal, Operational budget	2 329 200	–	2 329 200	2 329 200	–	–	–	–	2 329 200
Total, Part III.G	2 329 200	11 635 400	13 964 600	9 849 600	–	4 115 000	–	–	13 964 600
Total, Staff (established posts)	–	88 855 200	88 855 200	64 558 200	9 931 000	14 366 000	–	–	88 855 200
Total, Operational budget	51 489 600	–	51 489 600	21 856 200	5 410 200	21 208 200	545 000	2 470 000	51 489 600
Total, Part IIII	51 489 600	88 855 200	140 344 800	86 414 400	15 341 200	35 574 200	545 000	2 470 000	140 344 800

1 Under the \$518M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds. Under the \$507M and \$523.6M scenarios, the Appropriated regular programme budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Part III – 1 Integrated budget based on the Appropriated regular programme budget of \$534.6 million

Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					Total
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	
	\$	\$	\$	\$	\$	\$	\$	\$	\$
A. Office of the ADG of the Administration and Management Sector									
I. Staff (established posts)		1 702 200	1 702 200	962 200	740 000	–	–	–	1 702 200
II. Operational budget:									
ER1 Management policies modernized	826 700		826 700	456 700	235 000	–	135 000	–	826 700
ER2 Administrative and operational structures reviewed	1 037 600		1 037 600	685 000	352 600	–	–	–	1 037 600
Subtotal, Operational budget	1 864 300	–	1 864 300	1 141 700	587 600	–	135 000	–	1 864 300
Total, Part III.A	1 864 300	1 702 200	3 566 500	2 103 900	1 327 600	–	135 000	–	3 566 500
B. Human resources management									
I. Staff (established posts)		14 358 000	14 358 000	12 415 000	1 743 000	200 000	–	–	14 358 000
II. Operational budget:									
ER1 Action plan for the human resources management strategy for 2017-2022 developed and implemented	562 600		562 600		562 600	–	–	–	562 600
ER2 Staff capabilities strengthened, ensuring high performance and excellence	3 068 700		3 068 700	689 000	409 700	–	–	1 970 000	3 068 700
ER3 Enabling and engaging work environment created	14 914 500		14 914 500	11 518 700	3 395 800	–	–	–	14 914 500
Subtotal, Operational budget	18 545 800	–	18 545 800	12 207 700	4 368 100	–	–	1 970 000	18 545 800
Total, Part III.B	18 545 800	14 358 000	32 903 800	24 622 700	6 111 100	200 000	–	1 970 000	32 903 800
C. Financial management									
I. Staff (established posts)		14 210 300	14 210 300	9 335 300	4 875 000	–	–	–	14 210 300
II. Operational budget:									
ER1 Informed decision-making improved through budget administration and financial reporting	387 200		387 200	176 000	111 200	–	100 000	–	387 200
ER2 Organization's ability to implement robust internal controls strengthened	364 600		364 600	235 000	119 600	–	10 000	–	364 600
ER3 Effective operational services provided and financial management capacity strengthened	431 300		431 300	275 000	156 300	–	–	–	431 300
Subtotal, Operational budget	1 183 100	–	1 183 100	686 000	387 100	–	110 000	–	1 183 100
Total, Part III.C	1 183 100	14 210 300	15 393 400	10 021 300	5 262 100	–	110 000	–	15 393 400
D. Operational Support and the support for the organization of conferences, languages and documents									
I. Staff (established posts)		30 621 700	30 621 700	20 570 700	–	10 051 000	–	–	30 621 700
II. Operational budget:									
ER1 Greater efficiencies and value for money achieved	867 700		867 700	867 700	–	–	–	–	867 700
ER2 Multilingualism and quality assurance of translation and document services ensured	8 023 200		8 023 200	1 633 200	–	6 390 000	–	–	8 023 200
ER3 Ergonomic and more accessible work environment ensured	19 100 600		19 100 600	3 932 400		14 818 200	–	350 000	19 100 600
Subtotal, Operational budget	27 991 500	–	27 991 500	6 433 300	–	21 208 200	–	350 000	27 991 500

¹ Under the \$534.6M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Expected result (ER)	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Total, Part III.D	27 991 500	30 621 700	58 613 200	27 004 000	-	31 259 200	-	350 000	58 613 200
E. Organization-wide knowledge management									
I. Staff (established posts)		9 324 000	9 324 000	9 324 000	-	-	-	-	9 324 000
II. Operational budget:									
ER1 Programme delivery enhanced through better use of institutional memory, knowledge management and innovative ICT solutions	1 191 100		1 191 100	741 100	-	-	300 000	150 000	1 191 100
Total, Part III.E	1 191 100	9 324 000	10 515 100	10 065 100	-	-	300 000	150 000	10 515 100
F. ICT Infrastructure and operations									
I. Staff (established posts)		7 003 600	7 003 600	4 430 600	2 573 000	-	-	-	7 003 600
II. Operational budget:									
ER1 Programme delivery enabled through the provision of a robust and reliable ICT infrastructure	696 700		696 700	370 500	326 200	-	-	-	696 700
Total, Part III.F	696 700	7 003 600	7 700 300	4 801 100	2 899 200	-	-	-	7 700 300
G. Management of safety and security									
I. Staff (established posts)		11 635 400	11 635 400	7 520 400	-	4 115 000	-	-	11 635 400
II. Operational budget:									
ER1 Safety and security of the work environment enhanced	2 370 800		2 370 800	2 370 800	-	-	-	-	2 370 800
Total, Part III.G	2 370 800	11 635 400	14 006 200	9 891 200	-	4 115 000	-	-	14 006 200
Total, Staff (established posts)	-	88 855 200	88 855 200	64 558 200	9 931 000	14 366 000	-	-	88 855 200
Total, Operational budget	53 843 300	-	53 843 300	23 951 100	5 669 000	21 208 200	545 000	2 470 000	53 843 300
Total, Part III	53 843 300	88 855 200	142 698 500	88 509 300	15 600 000	35 574 200	545 000	2 470 000	142 698 500

¹ Under the \$534.6M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Part III – 2 Integrated budget based on the Appropriated regular programme budget of \$534.6 million

Items of expenditure	Breakdown by operational and staff budget			Breakdown by source of funds					Total
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	
	\$	\$	\$	\$	\$	\$	\$	\$	\$
A. Office of the ADG of the Administration and Management Sector									
I. Staff (established posts)		1 702 200	1 702 200	962 200	740 000	–	–	–	1 702 200
II. Operational budget:									
Temporary assistance	–		–	–	–	–	–	–	–
Delegates & external individual missions	–		–	–	–	–	–	–	–
Staff mission costs	56 000		56 000	56 000	–	–	–	–	56 000
Consultants and experts' costs	1 600 200		1 600 200	1 014 500	585 700	–	–	–	1 600 200
Contracted services	135 000		135 000	–	–	–	135 000	–	135 000
External training, grants and other transfers	–		–	–	–	–	–	–	–
Supplies, consumables & other running costs	70 600		70 600	68 700	1 900	–	–	–	70 600
Other expenses	2 500		2 500	2 500	–	–	–	–	2 500
Subtotal, Operational budget	1 864 300	–	1 864 300	1 141 700	587 600	–	135 000	–	1 864 300
Total, Part III.A	1 864 300	1 702 200	3 566 500	2 103 900	1 327 600	–	135 000	–	3 566 500
B. Human resources management									
I. Staff (established posts)		14 358 000	14 358 000	12 415 000	1 743 000	200 000	–	–	14 358 000
II. Other costs:									
Temporary assistance	177 000		177 000	–	177 000	–	–	–	177 000
Delegates & external individual missions	–		–	–	–	–	–	–	–
Staff mission costs	169 600		169 600	–	169 600	–	–	–	169 600
Consultants and experts' costs	52 000		52 000	–	52 000	–	–	–	52 000
Contracted services	637 400		637 400	–	637 400	–	–	–	637 400
External training, grants and other transfers	–		–	–	–	–	–	–	–
Supplies, consumables & other running costs	494 500		494 500	334 500	160 000	–	–	–	494 500
Other expenses	136 900		136 900	84 200	52 700	–	–	–	136 900
III. Resources managed by the Bureau of Human Resources Management on behalf of the Organization as a whole:									
Training	2 659 000		2 659 000	689 000	–	–	–	1 970 000	2 659 000
Contribution to the Medical Benefit Fund (MBF) for Associate Participants and administrative costs	11 100 000		11 100 000	11 100 000	–	–	–	–	11 100 000
MBF claims processing & notariat	2 600 000		2 600 000	–	2 600 000	–	–	–	2 600 000
Staff Compensation Plan	129 600		129 600	–	129 600	–	–	–	129 600
Pension Fund Travel (UNJSPF) incl. Staff mission & Part. travel	37 400		37 400	–	37 400	–	–	–	37 400
Inter-Agency Games (Contribution for staff member's travel)	–		–	–	–	–	–	–	–
Contribution to Staff associations	72 400		72 400	–	72 400	–	–	–	72 400
Contribution to the Association of Retired Staff Members (AAFU)	30 000		30 000	–	30 000	–	–	–	30 000
JCU (Children's club and Day Nursery)	250 000		250 000	–	250 000	–	–	–	250 000
Other centrally managed funds	–		–	–	–	–	–	–	–
Subtotal, Operational budget	18 545 800	–	18 545 800	12 207 700	4 368 100	–	–	1 970 000	18 545 800
Total, Part III.B	18 545 800	14 358 000	32 903 800	24 622 700	6 111 100	200 000	–	1 970 000	32 903 800

1 Under the \$534.6M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds.

For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Items of expenditure	Breakdown by operational and staff budget			Breakdown by source of funds					Total
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	
	\$	\$	\$	\$	\$	\$	\$	\$	\$
C. Financial management									
I. Staff (established posts)		14 210 300	14 210 300	9 335 300	4 875 000	–	–	–	14 210 300
II. Other costs:									
Temporary assistance	25 200		25 200	15 000	10 200	–	–	–	25 200
Delegates & external individual missions	–		–	–	–	–	–	–	–
Staff mission costs	35 000		35 000	20 000	15 000	–	–	–	35 000
Consultants and experts' costs	94 000		94 000	55 000	19 000	–	20 000	–	94 000
Contracted services	208 000		208 000	35 400	172 600	–	–	–	208 000
External training, grants and other transfers	235 300		235 300	35 000	110 300	–	90 000	–	235 300
Supplies, consumables & other running costs	585 600		585 600	525 600	60 000	–	–	–	585 600
Other expenses	–		–	–	–	–	–	–	–
Subtotal, Operational budget	1 183 100	–	1 183 100	686 000	387 100	–	110 000	–	1 183 100
Total, Part III.C	1 183 100	14 210 300	15 393 400	10 021 300	5 262 100	–	110 000	–	15 393 400
D. Operational Support and the support for the organization of conferences, languages and documents									
I. Staff (established posts)		30 621 700	30 621 700	20 570 700	–	10 051 000	–	–	30 621 700
II. Other costs:									
Temporary assistance	4 822 300		4 822 300	287 000	–	4 535 300	–	–	4 822 300
Delegates & external individual missions	–		–	–	–	–	–	–	–
Staff mission costs	87 800		87 800	87 800	–	–	–	–	87 800
Consultants and experts' costs	55 000		55 000	55 000	–	–	–	–	55 000
Contracted services	17 730 200		17 730 200	4 537 600	–	13 192 600	–	–	17 730 200
External training, grants and other transfers	70 000		70 000	55 000	–	15 000	–	–	70 000
Supplies, consumables & other running costs	3 270 900		3 270 900	1 360 900	–	1 910 000	–	–	3 270 900
Other expenses	1 955 300		1 955 300	50 000	–	1 555 300	–	350 000	1 955 300
Subtotal, Operational budget	27 991 500	–	27 991 500	6 433 300	–	21 208 200	–	350 000	27 991 500
Total, Part III.D	27 991 500	30 621 700	58 613 200	27 004 000	–	31 259 200	–	350 000	58 613 200
E. Organization-wide knowledge management									
I. Staff (established posts)		9 324 000	9 324 000	9 324 000	–	–	–	–	9 324 000
II. Other costs:									
Temporary assistance	40 000		40 000	40 000	–	–	–	–	40 000
Delegates & external individual missions	–		–	–	–	–	–	–	–
Staff mission costs	20 000		20 000	20 000	–	–	–	–	20 000
Consultants and experts' costs	90 000		90 000	90 000	–	–	–	–	90 000
Contracted services	436 300		436 300	286 300	–	–	–	150 000	436 300
External training, grants and other transfers	15 000		15 000	15 000	–	–	–	–	15 000
Supplies, consumables & other running costs	289 800		289 800	289 800	–	–	–	–	289 800
Other expenses	300 000		300 000	–	–	–	300 000	–	300 000
Subtotal, Operational budget	1 191 100	–	1 191 100	741 100	–	–	300 000	150 000	1 191 100
Total, Part III.E	1 191 100	9 324 000	10 515 100	10 065 100	–	–	300 000	150 000	10 515 100

1 Under the \$534.6M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds.

For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Items of expenditure	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
F. ICT Infrastructure and operations									
I. Staff (established posts)		7 003 600	7 003 600	4 430 600	2 573 000	–	–	–	7 003 600
II. Other costs:									
Temporary assistance	10 000		10 000	–	10 000	–	–	–	10 000
Delegates & external individual missions	–		–	–	–	–	–	–	–
Staff mission costs	12 000		12 000	–	12 000	–	–	–	12 000
Consultants and experts' costs	90 000		90 000	–	90 000	–	–	–	90 000
Contracted services	376 600		376 600	241 300	135 300	–	–	–	376 600
External training, grants and other transfers	10 000		10 000	–	10 000	–	–	–	10 000
Supplies, consumables & other running costs	198 100		198 100	129 200	68 900	–	–	–	198 100
Other expenses	–		–	–	–	–	–	–	–
Subtotal, Operational budget	696 700	–	696 700	370 500	326 200	–	–	–	696 700
Total, Part III.F	696 700	7 003 600	7 700 300	4 801 100	2 899 200	–	–	–	7 700 300
G. Management of safety and security									
I. Staff (established posts)		11 635 400	11 635 400	7 520 400	–	4 115 000	–	–	11 635 400
II. Operational budget:									
Temporary assistance	931 300		931 300	931 300	–	–	–	–	931 300
Delegates & external individual missions	–		–	–	–	–	–	–	–
Staff mission costs	30 000		30 000	30 000	–	–	–	–	30 000
Consultants and experts' costs	–		–	–	–	–	–	–	–
Contracted services	500 000		500 000	500 000	–	–	–	–	500 000
External training, grants and other transfers	60 000		60 000	60 000	–	–	–	–	60 000
Supplies, consumables & other running costs	749 500		749 500	749 500	–	–	–	–	749 500
Other expenses	100 000		100 000	100 000	–	–	–	–	100 000
Subtotal, Operational budget	2 370 800	–	2 370 800	2 370 800	–	–	–	–	2 370 800
Total, Part III.G	2 370 800	11 635 400	14 006 200	9 891 200	–	4 115 000	–	–	14 006 200
Total, Staff (established posts)	–	88 855 200	88 855 200	64 558 200	9 931 000	14 366 000	–	–	88 855 200
Total, Operational budget	53 843 300	–	53 843 300	23 951 100	5 669 000	21 208 200	545 000	2 470 000	53 843 300
Total, Part IIII	53 843 300	88 855 200	142 698 500	88 509 300	15 600 000	35 574 200	545 000	2 470 000	142 698 500

1 Under the \$534.6M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

III.A – Office of the ADG of the Administration and Management Sector (ADM)

- 11001** The newly created Sector for Administration and Management will provide a revised structure for the services under its authority and implement modernized management policies with the intention to better support UNESCO's programme implementation, to increase effectiveness and service quality, eliminate duplication, and increase clarity of responsibility and accountability.
- 11002** While a number of structural changes are already proposed for the Services under the Sector's responsibility, some other changes are still under discussion. These changes are also linked with the ongoing Strategic Reform initiatives and outcomes. They however, require additional analysis and consultation, and therefore will be presented to Member States at a later time.
- 11003** The budget for the ADG's office under the lower IBF scenarios (which include a regular budget of \$507 million, \$518 million and \$523.6 million), takes into consideration the minimal needs of the office regarding staffing and activity. In an effort to contain costs, the staffing requirements for the Office were generally accomplished by transferring posts from elsewhere within the Organization. Efforts were nonetheless made to foresee the creation of a Young Professional post to assist with the implementation of the Sector's work. However, in these lower scenarios, the Sector's ability to implement substantial improvements in the Administration and Management functions would be substantially constrained and limited to the availability of funds.
- 11004** In the higher IBF budget scenario (which includes a regular budget of \$534.6 million), an additional \$1.6 million was provided as an investment to accompany the in-depth improvements to be implemented by the Sector. Expected result 1: Management policies modernized

Expected result 1: Management policies modernized

- 1.a Rethinking structures to enhance effectiveness of support for programme delivery.
- 1.b Improved quality and transparency of internal and external reporting
- 1.c Enhanced integration of environment responsible policies into UNESCO management practices.

Performance indicators	(IBF) Targets 2020-2021	
	\$507M / \$518M / \$523.6M	\$534.6M
a. Efficiency, openness and transparent processes by rethinking of structures.	<ul style="list-style-type: none"> – Implementation of a coherent internal justice system. – Reorganize structures related to internal rules and procedures, compliance and risk management. 	<ul style="list-style-type: none"> – Implementation of a coherent internal justice system. – Reorganize structures related to internal rules and procedures, compliance and risk management.
b. Improved quality and transparency of financial reporting.	<ul style="list-style-type: none"> – Provide statutory and on-demand financial reports. 	<ul style="list-style-type: none"> – Provide statutory and on-demand financial reports.
c. Enhanced integration of environmental responsible policies into UNESCO management practices.	<ul style="list-style-type: none"> – Develop, implement and monitor specific service standards for all services. – Integrate environmental policies into the Administrative Manual. 	<ul style="list-style-type: none"> – Develop, implement and monitor specific service standards for all services. – Integrate environmental policies into the Administrative Manual.

Expected result 2: Administrative and operational structures reviewed

2.a Facilitating programme delivery by effective provision of operational services.

<i>Performance indicators</i>	<i>(IBF) Targets 2020-2021</i>	
	<i>\$507M / \$518M / \$523.6M</i>	<i>\$534.6M</i>
a. Facilitating programme delivery by effective provision of operational services.	<i>– Improve service and client-orientation of the ADM service providers. Provide detailed reporting on services provided with service indicators.</i>	<i>– Improve service and client-orientation of the ADM service providers. Provide detailed reporting on services provided with service indicators.</i>

III.B – Human resources management

11005 In 2020-2021, as part of the HR Strategy 2017-2022, focus and efforts will continue in establishing a robust talent management framework, complemented by creating an enabling and engaging work environment. The talent management framework, which include various activities pertaining to mobility, recruitment, learning and development, and performance management, will strengthen the Organization's capability to deliver its programmes more effectively and efficiently. Creating an enabling and engaging work environment will encompass work related to staff well-being, contractual arrangements, and work method modernization.

11006 Due to budgetary constraints imposed by a \$518M scenario (which is the same overall level of regular programme resources as in the 39 C/5), and contrary to 205 EX/Decision.15.6 (i), the \$518M scenario will not allow for the full implementation of the HR Strategy. In particular, priority actions such as the effective implementation of a corporate organization-wide learning and development plan which has been developed, is largely dependent on the successful mobilization of funds. Moreover, under this plan, the introduction of a fully integrated HR and Talent Management system for improved efficiency of operations and HR analytics will be incremental. Focus will be on replacing the existing e-recruitment tool with the gradual introduction of workforce planning, roster management and career path analysis. Other existing modules used for personnel administration and post management cannot be included under this plan. Given the very limited funds that remain for other HR Strategy priority actions such as outreach and targeted recruitment initiatives to attract qualified candidates from non- and under-represented countries; the scope and nature of these activities have had to be scaled down. This is also the case for participation in UN-wide system reform initiatives and access to joint facility centres for HR services which will be limited. Initiatives planned to create an engaging and inclusive work environment including the development of a staff well-being framework, and work related to transforming and modernizing the HR function for improved client-service and delivery, will also have to be slowed down due to lack of available resources.

11007 Implementation of the \$518M budget scenario will specifically imply:

- Corporate organization-wide learning & development programme is dependent on the successful mobilization of funds and may once again be halted;
- Learning & development activities for staff will be limited;
- Difficulty in ensuring targeted outreach activities to attract qualified candidates from non- and under-represented countries;
- Limited participation in the UN harmonization/reviews and reform initiatives;
- Partial introduction of a fully-fledged HR and Talent Management System for better management of information and analytics;
- Continued development and implementation of automated systems including HR administrative workflows with the aim of simplifying processes and procedures will be significantly impaired;
- Reduced initiatives for staff well-being.

Under the \$534.6M regular budget scenario, the additional funds will support staff learning and development which was highlighted as a priority action for improvement following the results of the Global Staff Survey 2018 and, is an integral part of the UNESCO's Strategic Transformation in support of effective programme delivery.

Expected result 1: Action plan for the human resources management strategy for 2017-2022 developed and implemented with emphasis on:¹

- 1a) ensuring quality recruitment;
- 1b) improving geographical representation;
- 1c) achieving gender parity in particular at senior management level;
- 1d) enhancing mobility.

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M/ \$518M/\$523.6M	\$534.6M
1a) (i) average recruitment time (ii) % of HR plans developed and implemented with sectors/ services <u>(iii) reduction in number of posts vacant after retirement</u> (iv) New outreach strategies and tools in place (v) Applicants from target countries increased	<i>(i) 5 months for international professional posts</i> (ii) 80% of HR plans developed and implemented <i>(iv) Number of posts subject to outreach campaign</i> (v) At least by 20%	<i>(i) 5 months for international professional posts in 75% of the posts recruited</i> (ii) 50% of HR plans developed and implemented (iii) 50% reduction in number of posts vacant after retirement <i>(iv) Number of posts subject to outreach campaign</i> (v) At least by 20%	<i>(i) 5 months for international professional posts in 75% of the posts recruited</i> (ii) 50% of HR plans developed and implemented (iii) 50 % reduction in number of posts vacant after retirement <i>(iv) Number of posts subject to outreach campaign</i> (v) At least by 20%
1b) (i) % of Member States represented in the Secretariat (ii) Number of normally-represented countries increased	(i) 85% by 2022 (ii) 40% by 2022	(i) 85% by 2022 (ii) 40% by 2022	(i) 85% by 2022 (ii) 40% by 2022
1c) (i) % of women at <u>P-5 level and above</u> (ii) Number of qualified female candidates increased (iii) % of women at mid- to senior-level staff trained in leadership and managerial programmes	(i) 50% of women at D and above level by 2022 (ii) At least by 20% (iii) 50% of mid- to senior- level women trained by 2022	(i) 50% of women at P-5 level and above by 2020 (ii) At least by 20% (iii) 50% of mid- to senior- level women trained by 2022	(i) 50% of women at P-5 level and above by 2020 (ii) At least by 20% (iii) 75% of mid- to senior- level women trained by 2022
1d) (i) Managed mobility programme <u>successfully</u> implemented	(i) Administrative circular issued	(i) Degree of satisfaction with the mobility programme	(i) Degree of satisfaction with the mobility programme

¹ Adjustments (compared to 39 C/5 Approved) are underlined.

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M/ \$518M/\$523.6M	\$534.6M
(ii) % of geographical moves	(ii) Above 5% rate for international professional staff on rotational posts and in similar occupational functions	(ii) Above 10% geographical mobility rate per biennium	(ii) Above 10 % geographical mobility rate per biennium
(iii) % of functional moves		(iii) 5 % of functional moves per biennium (ii and iii bis) 100 geographical and functional moves per year	(iii) 5 % of functional moves per biennium (ii and iii bis) 100 geographical and functional moves per year

Expected result 2: Staff capabilities strengthened, ensuring high performance and excellence with emphasis on:

- 2a) ensuring cost-effective, relevant and innovative and learning initiatives;
- 2b) strengthening and improving performance management in particular managerial performance;
- 2c) introducing recognition mechanisms for individual and team performance.

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M/ \$518M/\$523.6M	\$534.6M
2a) (i) <u>Learning Programmes in place to develop targeted competencies</u> (ii) Increase in number of staff trained	(i) Information on initiatives communicated to staff (ii) At least by 30%	(i) 30 % of targeted population trained in each initiative. (ii) At least by 30%	(i) 40 % of targeted population trained in each initiative (ii) At least by 50%
2b) (i) <u>Performance policy and process reviewed and streamlined.</u> (ii) Performance objectives established for each staff (ii) <u>competency development needs identified through performance assessment</u>	(i) <u>Revised Performance policy</u> (ii) 80% compliance rate	(i) Revised Performance policy and process implemented (ii) 80% compliance rate (iii) Competency development needs identified by spring 2020	(i) Revised Performance policy and process implemented. (ii) 80% compliance rate (iii) Competency development needs identified by spring 2021
2c) (i) Recognition mechanism for outstanding performance (team and individual) developed and implemented (ii) Number of awards granted	(i) Information Circular issued (ii) At least 2 awards per biennium	(i) Information Circular issued (ii) At least 2 awards per biennium	(i) Information Circular issued (ii) At least 2 awards per biennium

Expected result 3: Enabling and engaging work environment created by:

- 3a) ensuring effective and financially sound social security schemes for staff;
 3b) fostering an inclusive and healthy workplace;
 3c) strengthening and transforming the HR function for improved client-service and delivery

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M/ \$518M/\$523.6M	\$534.6M
3a) (i) Optimized social security coverage for staff and retirees	(i) Affordable global medical coverage for staff and retirees (ii) Adequate staff compensation insurance coverage (iii) Timely processing of pension benefits (iv) Participation in UN common system (e.g. ASHI working group)	(i) Affordable global medical coverage for staff and retirees (ii) Adequate staff compensation insurance coverage (iii) Timely processing of pension benefits (iv) Participation in UN common system (e.g. ASHI working group)	(i) Affordable global medical coverage for staff and retirees (ii) Adequate staff compensation insurance coverage (iii) Timely processing of pension benefits (iv) Participation in UN common system (e.g. ASHI working group)
3b) (i) Flexible work arrangements introduced (ii) Preventive medical campaigns organized (iii) Number of staff surveys carried out	(i) Policy issued; communication to staff ensured (ii) 3 per year (iii) 1 per biennium	(i) Policy implemented; communication to staff ensured (ii) 3 per year (iii) 1 per biennium	(i) Policy implemented; communication to staff ensured (ii) 3 per year (iii) 1 per biennium
3c) (i) % of key HR processes having Service Level Agreements (SLAs) (ii) % of key HR processes reviewed and simplified and/or automated (iii) HR communication strategy developed and implemented (iv) Training of HR staff in key HR functional areas; recruitment, compensation, services etc. delivered	(i) At least 25% (ii) 30% of key HR processes reviewed and simplified (iiia) HR website updated (subject to funding) (iiib) Administrative and Information Circulars on HR issues disseminated to all staff (iv) 25% of HR staff trained	(i) At least 25% (ii) 30% of key HR processes reviewed and simplified (iiia) HR website updated (subject to funding) (iiib) Administrative and Information Circulars on HR issues disseminated to all staff (iv) 25% of HR staff trained	(i) at least 25 % (ii) 30% of key HR processes reviewed and simplified (iiia) HR website updated (subject to funding) (iiib) Administrative and Information Circulars on HR issues disseminated to all staff (iv) 25% of HR staff trained

III.C – Financial management

11008 Bureau of Financial Management (BFM) is a corporate service reporting to the Assistant Director General for Administration and Management, and managed by the Chief Financial Officer (CFO).

11009 BFM provides client-oriented services that support programme implementation by moving from control to accountability through: strengthening decision-making in financial management and budgeting; providing effective operational services; and building financial management capacity within a robust control environment. Operations are aligned in five areas: provision of financial and accounting services; preparation of integrated budgets; monitoring and reporting of financial performance; developing financial and budgetary policies and processes and monitoring compliance to them; and the provision of administrative support to field operations and to other sectors and bureaus. Activities relating exclusively to field operations and for direct administrative support to programmes are budgeted within Part II.

11010 BFM's main responsibilities are to facilitate informed decision making and safeguarding the organisation's assets by:

- Providing budget administration of the C/5 integrated budgets;
- Monitoring and providing analytical reports of financial performance and risks to programme implementers, senior managers and governing bodies; and the preparation of programme expenditure reports, and IPSAS compliant financial statements;
- Reinforcing internal controls systems through the assessment of financial risks; development of financial management policies; and monitoring of compliance in implementation ;
- Providing accounting services including maintenance of proper financial records; custody and investment of funds in accordance with the Investment policy of the organisation; payroll services; management of bank accounts and banking services, foreign exchange and credit risk;
- Updating financial management and budget policies, procedures and processes to adopt best practices, build efficiency and reduce administrative time and cost, and providing training and guidance to programme and administrative staff;
- Coordinating external audits/financial verifications, and providing support on financial management aspects of donor accreditations and framework agreements;
- Providing Administrative Office services to Sector's and Bureaux and backstopping Field Offices;
- Monitoring and administration of operating budgets of Field Offices;
- Engaging in the UN wide systems reform process on financial and budgetary matters as well as the harmonisation of business practices.

Expected result 1: Informed decision-making improved through budget administration and financial reporting

Performance indicators	(IBF) Targets 2019	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M / \$518M / \$523.6M	\$534.6M
1. Budget administration of the C/5 integrated budget	– Costing, financial envelope construction, budget monitoring and reporting, analysis of differences between standard and actual costs, cost recovery, budget control	– Costing, financial envelope construction, budget monitoring and reporting, analysis of differences between standard and actual costs, cost recovery, budget control	– Costing, financial envelope construction, budget monitoring and reporting, analysis of differences between standard and actual costs, cost recovery, budget control
2. Regular analytical financial performance reports provided for governing bodies, SMT, programme implementers and fund providers	<p>A. Statutory reports:</p> <ul style="list-style-type: none"> – Six monthly Management Chart reports to the Executive Board on programme execution and resource mobilisation – Reports to the Executive Board and General Conference on the collection and management of Member States' contributions – Annual/biennial financial statements to the governing bodies for revenue generating funds, including Headquarters Committee, <p>B. Internal management reports:</p> <ul style="list-style-type: none"> – Monthly SMT, AO and Field Office Financial Management Dashboards – Quarterly Sector Alerts on Voluntary Contributions projects – Quarterly monitoring reports on financial performance – Six monthly reports on resource mobilisation 	<p>Timely production of:</p> <p>A. Statutory Reports</p> <ul style="list-style-type: none"> – Six monthly Management Chart reports to Executive Board on programme execution – Reports to the Executive Board and General Conference on the collection and management of Member States' contributions – Annual/biennial financial statements to the governing bodies for revenue generating funds, including Headquarters Committee <p>B. Internal management reports:</p> <ul style="list-style-type: none"> – Monthly SMT, AO and Field Office Financial Management Dashboards – Quarterly Sector Alerts on Voluntary Contribution projects – Quarterly monitoring reports on financial performance – Six monthly reports on resource mobilisation 	<p>Timely production of:</p> <p>A. Statutory Reports</p> <ul style="list-style-type: none"> – Six monthly Management Chart reports to Executive Board on programme execution and resource mobilisation – Reports to the Executive Board and General Conference on the collection and management of Member States' contributions – Annual/biennial financial statements to the governing bodies for revenue generating funds, including Headquarters Committee <p>B. Internal management reports:</p> <ul style="list-style-type: none"> – Monthly SMT, AO and Field Office Financial Management Dashboards – Quarterly Sector Alerts on Voluntary Contributions projects – Quarterly monitoring reports on financial performance – Six monthly reports on resource mobilisation

Performance indicators	(IBF) Targets 2019	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M / \$518M / \$523.6M	\$534.6M
3. Annual IPSAS compliant financial statements	– Annual IPSAS compliant financial statements with unqualified audit opinion and the Director-General's report on financial performance	– Annual IPSAS compliant financial statements with unqualified audit opinion and the Director-General's report on financial performance	– Annual IPSAS compliant financial statements with unqualified audit opinion and the Director-General's report on financial performance

Expected result 2: Organization's ability to implement robust internal controls strengthened

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M / \$518M / \$523.6M	\$534.6M
1. Monitoring and compliance framework documented and implemented for financial and budget services.	– Risk-based monitoring and limited compliance framework documented and implemented	– Risk-based monitoring and limited compliance framework documented and implemented	– Risk-based monitoring and limited compliance framework documented and implemented
2. Internal, JIU and external audit recommendations on financial management	<ul style="list-style-type: none"> – 50% of internal, JIU and external audit high-risk recommendations on financial management issues implemented within 12 months – BFM in its capacity as focal point for external audit recommendations, will target the closure of 50% of high risk recommendations in collaboration with responsible sectors/ bureaux/field offices/ Institutes 	<ul style="list-style-type: none"> – 50% of internal, JIU and external audit high-risk recommendations on financial management issues implemented within 12 months – BFM in its capacity as focal point for external audit recommendations, will target the closure of 50% of high risk recommendations in collaboration with responsible sectors/ bureaux/field offices/ Institutes 	<ul style="list-style-type: none"> – 50% of internal, JIU and external audit high-risk recommendations on financial management issues implemented within 12 months – BFM in its capacity as focal point for external audit recommendations, will target the closure of 50% of high risk recommendations in collaboration with responsible sectors/ bureaux/field offices/ Institutes
3. Reduction in the levels of risks identified in control points in finance, budget, administrative and accounting areas	<ul style="list-style-type: none"> – The results of compliance reviews, self-assessments, donor reviews, as well as audits show improvements in risk levels through a – 50% reduction of high-risk recommendations in follow-up audits in identified areas 	<ul style="list-style-type: none"> – The results of compliance reviews, self-assessments, donor reviews, as well as audits show improvements in risk levels through a 50% reduction of high-risk recommendations in follow-up audits in identified areas 	<ul style="list-style-type: none"> – The results of compliance reviews, self-assessments, donor reviews, as well as audits show improvements in risk levels through a 50% reduction of high-risk recommendations in follow-up audits in identified areas

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M / \$518M / \$523.6M	\$534.6M
4. Training curricula and tools reviewed and implemented for programme and administrative staff	– All newly appointed staff trained, and/or refresher and advance-level training implemented based on biennial assessment of needs. A focus will be placed on self-learning tools	– All newly appointed staff trained, and/or refresher and advance-level training implemented based on biennial assessment of needs. A focus will be placed on self-learning tools	– All newly appointed staff trained, and/or refresher and advance-level training implemented based on biennial assessment of needs. A focus will be placed on self-learning tools
5. Align UNESCO's risk-based financial and budgeting policies including principles of accountability with governing bodies' and donors' expectations	– No significant issues raised on UNESCO's financial and budgeting policies resulting from audits or donors accreditation process/verifications	– No significant issues raised on UNESCO's financial and budgeting policies resulting from audits or donors accreditation process/verifications	– No significant issues raised on UNESCO's financial and budgeting policies resulting from audits or donors accreditation process/verifications

Expected result 3: Effective operational services provided and financial management capacity strengthened

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M / \$518M / \$523.6M	\$534.6M
1. Facilitating programme delivery by effective provision of operational services	– Develop, implement and monitor service standards for financial, budget management and accounting services	– Develop, implement and monitor service standards for financial, budget management and accounting services	– Develop, implement and monitor service standards for financial, budget management and accounting services
2. Harmonization and streamlining of business practices through processes re-engineering and engagement in the UN-wide systems reform	– Engagement in UNESCO reform initiatives proposed and implemented for limited number of high priority projects	– Engagement in UNESCO reform initiatives proposed and implemented for limited number of high priority projects	– Engagement in UNESCO reform initiatives proposed and implemented for limited number of high priority projects
3. Greater delegation of authority and accountability in financial management to field offices and sectors	– Measures implemented for streamlining of a limited number of priority processes through greater delegation of authority based on an assessment of risk and mitigating measures	– Measures implemented for streamlining of a limited number of priority processes through greater delegation of authority based on an assessment of risk and mitigating measures	– Measures implemented for streamlining of a limited number of priority processes through greater delegation of authority based on an assessment of risk and mitigating measures

<i>Performance indicators</i>	<i>(IBF) Targets 2019 (39 C/5 Approved)</i>	<i>(IBF) Targets 2020-2021</i>	
	<i>\$518M Expenditure Plan</i>	<i>\$507M / \$518M / \$523.6M</i>	<i>\$534.6M</i>
4. Internationally recognized accountancy qualification training opportunities identified and delivered for AOs and BFM staff	– <i>Internationally recognized accountancy qualification training opportunities identified and delivered for AOs and BFM staff</i>	– <i>Internationally recognized accountancy qualification training opportunities identified and delivered for AOs and BFM staff</i>	– <i>Internationally recognized accountancy qualification training opportunities identified and delivered for AOs and BFM staff</i>

III.D – Operational support and the support for the organization of conferences, languages and documents

11011 Taking into account the budget allocated under the various scenarios of document 40 C/5, the activities of ADM/MSS are in line with those in document 39 C/5. The Bureau will strive to optimize the use of available resources, both human and financial, in order to improve the efficiency of services. The integration of new technological tools will have a positive impact in this regard.

11012 With respect to the \$534.6 million scenario, it is proposed to allocate supplementary funding of \$113,100 of to building management. It should be noted, however, that since a provision for repayment of loans for the renovation of the Miollis building (under Part IV) is only included in the \$523.6 million and \$534.6 million scenarios, the budget allocated to building management in the \$507 million and \$518 million scenarios will not be sufficient to meet maintenance needs.

Management and coordination of support services

Expected result 1: Greater efficiencies and value for money achieved¹

Performance indicators	(IBF) Targets 2019	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M / \$518M / \$523.6M	\$534.6M
1. <u>Efficiency, openness and transparency of procurement, contracting and property processes</u>	<ul style="list-style-type: none"> – Transaction costs reduced. New Long-term agreements (LTA) added – <u>Achieve compliance with procurement, contracting and property policies.</u> – <u>staff is equipped to handle the increasing complexity to be able to maximize value for money in procurement and contract support</u> – <u>Risk management and insurance of UNESCO property</u> 	<ul style="list-style-type: none"> – Transaction costs reduced. New Long-term agreements (LTA) added – Fair and equal treatment of participants in the procurement process, – Staff is equipped to handle the increasing complexity to be able to maximize value for money in procurement, contract and property management – Risk management and insurance of UNESCO property 	<ul style="list-style-type: none"> – Transaction costs reduced. New Long-term agreements (LTA) added – Fair and equal treatment of participants in the procurement process, – Staff is equipped to handle the increasing complexity to be able to maximize value for money in procurement, contract and property management. Implement e-procurement tools for bidding. Implement new tools for asset tracking. – Risk management and insurance of UNESCO property including the art collection and cyber risks

¹ Adjustments (compared to 39 C/5 Approved) are underlined.

Performance indicators	(IBF) Targets 2019	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M / \$518M / \$523.6M	\$534.6M
2. <u>Efficiency in Travel, Transportation and in External services</u>	<ul style="list-style-type: none"> – Realize savings on travel – Achieve Travel and Transportation policy compliance – Enhance Traveler satisfaction – Visibility of Carbon Footprint – Restaurant services are managed in an externalized environment – Enhance restaurant services client satisfaction 	<ul style="list-style-type: none"> – Staff is equipped to handle the increasing complexity of travel and transportation to be able to realize target savings. – Use UN GHG Protocol-approved method for estimating the category's emissions – Restaurant services externalized model is implemented successfully 	<ul style="list-style-type: none"> – Staff is equipped to handle the increasing complexity of travel and transportation to be able to realize target savings. – Travel manager to implement a travel program's carbon to reduce UNESCO' GHG travel emissions – Adoption of on-line booking tool for targeted travel. – Restaurant services externalized model is implemented successfully and contract competitiveness is continuously monitored and enhanced through a dedicated professional resource

Management of languages and documents

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

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M / \$518M / \$523.6M	\$534.6M
1. Enable translation and document services management	<ul style="list-style-type: none"> – Timeliness and quality of translation and document services adversely impacted and client expectations reassessed 	<ul style="list-style-type: none"> – Timeliness and quality of translation and document services adversely impacted and client expectations reassessed 	<ul style="list-style-type: none"> – Timeliness and quality of translation and document services adversely impacted and client expectations reassessed

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M / \$518M / \$523.6M	\$534.6M
2. Enable performance measurement of the translation and document services	– A sense of accountability and responsibility for translation and document services enhanced as much as possible by improving the planification and coordination among all the parties at stake, notably the sectors	– A sense of accountability and responsibility for translation and document services enhanced as much as possible by improving the planification and coordination among all the parties at stake, notably the sectors	– A sense of accountability and responsibility for translation and document services enhanced as much as possible by improving the planification and coordination among all the parties at stake, notably the sectors
3. Efficiency and cost effectiveness of translation and documents operations enhanced	– Efficiency of the electronic workflow enhanced as much as possible and full cost recovery ensured	– Efficiency of the electronic workflow enhanced as much as possible and full cost recovery ensured	– Efficiency of the electronic workflow enhanced as much as possible and full cost recovery ensured

Management of interpretation services, facilities, conferences and cultural events as well as the art collection

Expected result 3: Ergonomic and more accessible work environment ensured

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M / \$518M / \$523.6M	\$534.6M
1. <u>Environmental</u> management and greening initiatives integrated within UNESCO Headquarters operational practices	– Carbon footprint reported	– Carbon footprint reported – Environmental performance improvement measured	– Carbon footprint reported – Environmental performance improvement measured – Energy efficiency, space optimization and waste management increased
2. Continued operation of technical facilities and installations at Headquarters and level of risks minimized	– Business continuity ensured to the extent possible	– Business continuity ensured to the extent possible	– Facilities and installations maintained at a acceptable level in compliance with host country norms and within budgetary allocations

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M / \$518M / \$523.6M	\$534.6M
3. Enable conferences, meetings and cultural events at Headquarters and in the Field in case of statutory meetings management	– Best practices in conferences and cultural events management applied as much as possible, client satisfaction maintained at an acceptable level and conference and cultural events spaces and capacity utilization at Headquarters maximized	– Best practices in conferences, cultural events and works of art management applied as much as possible, client satisfaction maintained at an acceptable level and conference and cultural events spaces and capacity utilization at Headquarters maximized	– Best practices in conferences, cultural events and works of art management applied as much as possible, client satisfaction maintained at an acceptable level and conference and cultural events spaces and capacity utilization at Headquarters maximized

III.E – Organization-wide knowledge management

- 11013** The Division of Knowledge Management and Information Systems (KMI) is a corporate service in the Sector for Administration, managed by the Chief Information Officer (CIO).
- 11014** The KMI responsibilities concerning Organization-wide knowledge management include the following areas:
- Archives, library and records management services;
 - Knowledge sharing and access services including development maintenance and support of systems related to document creation, sharing, collaboration and dissemination; and the
 - Development, maintenance and support of corporate applications including but not limited to results-based budgeting and management, financial, transparency and human resource systems.
- 11015** The framework within which KMI operates is the renewed KM & ICT Strategy 2018-2021 with yearly action plans that include projects prioritized by the KM & ICT Advisory Board. UNESCO's KM and ICT vision is to enable programme planning, delivery and evaluation in the most efficient and effective way, through the innovative use of information and communication technologies (ICTs) and the implementation of knowledge management (KM) including access to institutional memory through digitization. This will allow UNESCO to be a modern, transparent, resilient and learning organization, capable of adapting to the changing world and playing fully its role within the United Nations system. The renewed strategy emphasizes the need for a digital transformation to take full advantage of ICTs including online services. The strategy addresses the continued implementation and enhancement of the priority areas as defined in the Invest for Efficient Delivery Plan, as well as the need for further investments in sustainability, preservation of institutional memory, new solutions and risk mitigation.

Expected result 1: Programme delivery enhanced through better use of institutional memory, knowledge management and innovative ICT solutions

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M/ \$518M/\$523.6M	\$534.6M
1. Access to and preservation of institutional memory ensured	<ul style="list-style-type: none"> – Better access to archives and library information and reference services for the Secretariat, Member States and other external audiences through enhanced archival descriptions and digitization – Digitized archival material resulting from the “Fundraising project for safeguarding and promoting UNESCO’s documentary heritage” available online to the public – Records management services and support for the Secretariat improved by enhancing information structures and systems 	<ul style="list-style-type: none"> – Better access to archives and library information and reference services for the Secretariat, Member States and other external audiences through enhanced archival descriptions and digitization – Digitized archival material resulting from the “Fundraising project for safeguarding and promoting UNESCO’s documentary heritage” available online to the public – Records management services and support for the Secretariat improved by enhancing information structures and systems 	<ul style="list-style-type: none"> – Better access to archives and library information and reference services for the Secretariat, Member States and other external audiences through enhanced archival descriptions and digitization – Digitized archival material resulting from the “Fundraising project for safeguarding and promoting UNESCO’s documentary heritage” available online to the public – Records management services and support for the Secretariat improved by enhancing information structures and systems
2. Business processes optimized for effective and efficient programme delivery using KM&ICT	<ul style="list-style-type: none"> – Increased integration and harmonization of core business functions and organizational structures – Enhanced reporting and transparency – Improved business and user experience 	<ul style="list-style-type: none"> – Increased integration and harmonization of core business functions and organizational structures – Enhanced reporting and transparency – Improved business and user experience 	<ul style="list-style-type: none"> – Increased integration and harmonization of core business functions and organizational structures – Enhanced reporting and transparency – Improved business and user experience
3. Effective knowledge sharing and reuse enabled	<ul style="list-style-type: none"> – UNESCO online collaboration platform enhanced and integrated – UNESCO document and multimedia repository modernized 	<ul style="list-style-type: none"> – UNESCO online collaboration platform enhanced and integrated – UNESCO document and multimedia repository modernized 	<ul style="list-style-type: none"> – UNESCO online collaboration platform enhanced and integrated – UNESCO document and multimedia repository modernized

III.F – ICT infrastructure and operations

11016 The Division of Knowledge Management and Information Systems (KMI) is a corporate service in the Sector for Administration (ADM), managed by the Chief Information Officer (CIO).

11017 The KMI responsibilities related to ICT infrastructure and operations include the following areas:

- ICT systems and networks management assuring the proper and reliable functioning of UNESCO's data center as well as our global ICT network and local infrastructure;
- Service Desk providing support for users and managing desktop IT assets;
- Voice and video communications including technical services for conferencing and events; and
- ICT security including cybersecurity, protection against cyber-threats.

11018 A robust and reliable ICT infrastructure is the basis for effective and efficient operations of programme and administrative activities. It enables ICT solutions and services to UNESCO users and external partners. IT infrastructure plays an important role in aligning technology and business strategies through continuously reviewing, evaluating new technologies, finding innovative ways to help programme execution and increasing service quality such as introducing innovative, online services.

Expected result 1: Programme delivery enabled through the provision of a robust and reliable ICT infrastructure

Performance indicators	(IBF) Targets 2019 (39 C/5 Approved)	(IBF) Targets 2020-2021	
	\$518M Expenditure Plan	\$507M / \$518M / \$523.6M	\$534.6M
1. Availability of ICT systems and infrastructure	<ul style="list-style-type: none"> – Maintain current availability – Yearly tests of disaster recovery site 	<ul style="list-style-type: none"> – Maintain current availability – Yearly tests of disaster recovery site 	<ul style="list-style-type: none"> – Maintain current availability – Yearly tests of disaster recovery site
2. <u>Service desk, conference and event support</u>	– Maintain service levels	– Maintain service levels	– Maintain service levels
3. ICT security risks managed	<ul style="list-style-type: none"> – Risk mitigation measures implemented according to ICT Security Action Plan (funding required) 	<ul style="list-style-type: none"> – Risk mitigation measures implemented according to ICT Security Action Plan (funding required) 	<ul style="list-style-type: none"> – Risk mitigation measures implemented according to ICT Security Action Plan (funding required)

III.G – Management of security and safety

- 11019** The Security Section will continue to ensure a safe and secure environment for all delegates, staff and visitors, both at Headquarters and in the field, taking into account the fact that UNESCO must be considered as a potential target for hostile action.
- 11020** At Headquarters, the Medium-Term Security Plan of 2009 and the UNESCO Security and Safety Action Plan of 2016, based, inter alia, on the United Nations Minimum Operating Security Standards, have defined the guiding principles and operational framework in order to minimize current and future risks to the fullest extent possible. The recommendations of the audit conducted at the end of 2018 by the Internal Oversight Service (IOS) have been taken into account both in their technical dimension and in terms of staff management. The provisions of these various reference documents are applied within the limits of available resources but with a willingness that does not exclude the use of innovative initiatives.
- 11021** Thus, the Section will transform its strategy by converting a significant part of its staff costs into an activity budget, which will make it possible, by using professionalized temporary assistance, to adapt to the realities on the ground and the Organization's activity at Headquarters, and to be more responsive and flexible, while moderating costs.
- 11022** Similarly, the recruitment of security officers will now be based on our contractual provisions, which limit the length of stay in the Organization to five years.
- 11023** In addition, the Security Section will undertake all internal and external training activities with a view to improving the professionalism of its staff and establishing a culture of security at UNESCO.
- 11024** In the field, the Section will strive to continue to implement the recommendations of the December 2016 audit, particularly in terms of budget management and control and accountability of staff in the field concerning security.

Expected Result: Safety and security of the work environment enhanced

Performance Indicators	(IBF) 2019 targets (39 C/5 Approved)	(IBF) 2020 -2021 targets	
	\$518M Expenditure Plan	\$507M / \$518M / \$523.6M	\$ 534.6 M
1. Continued operation of technical facilities and installations at Headquarters ensured and risks minimized	– Maintenance of a minimum level of compliance in terms of safety, security and the continuity of work	– Maintenance of a minimum level of compliance in terms of safety, security and the continuity of work	– Maintenance of a minimum level of compliance in terms of safety, security and the continuity of work

Performance Indicators	(IBF) 2019 targets (39 C/5 Approved)	(IBF) 2020 -2021 targets	
	\$518M Expenditure Plan	\$507M / \$518M / \$523.6M	\$ 534.6 M
2. <u>Safety and security measures at Headquarters and in the field assessed and updated to current situations and risks</u>	– Imperfect enhancement of the quality of the functioning of security and safety facilities. Minimum compliance with the provisions of the UNESCO Security and Safety Action Plan, with a risk of weakening the capacity to respond to existing and/or new risks and threats, despite the effort made in terms of security staff (eight additional officers)	– Imperfect enhancement of the quality of the functioning of security and safety facilities. Minimum compliance with the provisions of the UNESCO Security and Safety Action Plan, with a risk of weakening the capacity to respond to existing and/or new risks and threats, despite the effort made in terms of security staff	– Imperfect enhancement of the quality of the functioning of security and safety facilities. Minimum compliance with the provisions of the UNESCO Security and Safety Action Plan, with a risk of weakening the capacity to respond to existing and/or new risks and threats, despite the effort made in terms of security staff

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

Reserves for staffing adjustments and ASHI – 1 Integrated budget based on the Appropriated regular programme budget of \$507 million, \$518 million and \$523.6 million

	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$507M/ \$518M/ \$523.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Reserve for staffing adjustments (post classifications, etc.)		1 000 000	1 000 000	1 000 000	–	–	–	–	1 000 000
Reserve for the After Service Health Insurance Long-term Liability (ASHI)		3 314 800	3 314 800	3 314 800	–	–	–	–	3 314 800

- 1 Under the \$518M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds. Under the \$507M and \$523.6M scenarios, the Appropriated regular programme budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

The reserve for staffing adjustments is provided in order to cover the costs of reclassification of posts and of agreed separation schemes, as applicable during the biennium. This reserve is provided at an amount of \$1,000,000. It should also be noted that UNESCO maintains a health insurance scheme which provides medical coverage to active and retired staff members. In line with other United Nations agencies of the common system, staff members who have completed ten years of participation in the medical scheme and reached the minimum age of fifty-five at the time of retirement are eligible to opt for the after-service health insurance scheme (ASHI). The provision of \$3,314,800 million has been set aside to meet the ASHI liability, equivalent to 1% of the staff costs funded by the regular programme.

Reserves for staffing adjustments and ASHI – 2 Integrated budget based on the Appropriated regular programme budget of \$534.6 million

	Breakdown by operational and staff budget			Breakdown by source of funds					Total
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Reserve for staffing adjustments (post classifications, etc.)		1 000 000	1 000 000	1 000 000	–	–	–	–	1 000 000
Reserve for the After Service Health Insurance Long-term Liability (ASHI)		3 325 300	3 325 300	3 325 300	–	–	–	–	3 325 300

- ¹ Under the \$534.6M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

The reserve for staffing adjustments is provided in order to cover the costs of reclassification of posts and of agreed separation schemes, as applicable during the biennium. This reserve is provided at an amount of \$1,000,000. It should also be noted that UNESCO maintains a health insurance scheme which provides medical coverage to active and retired staff members. In line with other United Nations agencies of the common system, staff members who have completed ten years of participation in the medical scheme and reached the minimum age of fifty-five at the time of retirement are eligible to opt for the after-service health insurance scheme (ASHI). The provision of \$3,325,300 million has been set aside to meet the ASHI liability, equivalent to 1% of the staff costs funded by the regular programme.

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

Part IV – 1 Integrated budget based on the Appropriated regular programme budget of \$507 million and \$518 million

	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$507M/\$518M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Loan repayments for the renovation of the Headquarters premises and the IBE building	3 366 300		3 366 300	3 366 300	–	–	–	–	3 366 300

- 1 Under the \$507M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States.
Under the \$518M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

For the 40 C/5 document, Part IV includes a provision of \$3,366,300, reflecting the amount needed during 2020-2021 for the repayments of: the Headquarters renovation plan (“Belmont Plan”) loan of \$3,095,700; and the UNESCO International Bureau of Education building loan of \$270,600.

Part IV – 2 Integrated budget based on the Appropriated regular programme budget of \$523.6 million and \$534.6 million

	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$523.6M/ \$534.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Loan repayments for the renovation of the Headquarters premises, the Miollis building and the IBE building	4 747 300		4 747 300	4 747 300	–	–	–	–	4 747 300

- 1 Under the \$523.6M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States.
Under the \$534.6M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

For the 40 C/5 document, Part IV includes a provision of \$4,747,300, reflecting the amount needed during 2020-2021 for the repayments of: the Headquarters renovation plan (“Belmont Plan”) loan of \$3,095,700; the UNESCO International Bureau of Education building loan of \$270,600; and the loan for the Renovation of the Miollis building of \$1,381,000 (which assumes a repayment period of 20 years).

Part V – Anticipated Cost Increases and Contingencies

Part V – Integrated budget based on the Appropriated regular programme budget of \$507 million

	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$507M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Anticipated cost increases and contingencies	585 300	4 200 000	4 785 300	4 785 300	–	–	–	–	4 785 300

1 Under the \$507M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Part V – Integrated budget based on the Appropriated regular programme budget of \$518 million

	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$518M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Anticipated cost increases and contingencies	577 900	4 200 000	4 777 900	4 777 900	–	–	–	–	4 777 900

1 Under the \$518M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Part V – Integrated budget based on the Appropriated regular programme budget of \$523.6 million

	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$523.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Anticipated cost increases and contingencies	272 500	4 200 000	4 472 500	4 472 500	–	–	–	–	4 472 500

1 Under the \$523.6M scenario, the Appropriated Regular Programme Budget consists of assessed contributions on Member States.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Part V – Integrated budget based on the Appropriated regular programme budget of \$534.6 million

	Breakdown by operational and staff budget			Breakdown by source of funds					
	Operational budget	Staff budget	Total	Appropriated regular programme budget ¹ \$534.6M	Special account for Management costs	Revenue generating funds	Voluntary contributions	Gap	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Anticipated cost increases and contingencies	291 100	4 200 000	4 491 100	4 491 100	–	–	–	–	4 491 100

- 1 Under the \$534.6M scenario, the Appropriated regular programme budget consists of assessed contributions on Member States and additional funds from the 38 C/5 unspent funds.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

In accordance with the budgeting techniques approved in 39 C/Resolution 88, the costs of staff and goods and services for Parts I-IV of the appropriated regular budget have been calculated on the basis of cost estimates as at 31 December 2019. Statutory and inflationary increases and technical adjustments for the regular budget that are expected to occur during the 2020-2021 biennium are not included in Parts I-IV, but are set out separately under Part V of the budget. Further, Part V of the 40 C/5 is intended to also cover additional requirements that may arise during the biennium (contingencies).

The provision for anticipated cost increases and contingencies for the regular budget for 2020-2021 is estimated at:

- In the case of the regular budget scenario of \$507 million: \$4 785 300
- In the case of the regular budget scenario of \$518 million: \$ 4 777 900
- In the case of the regular budget scenario of \$523.6 million: \$4 472 500
- In the case of the regular budget scenario of \$534.6 million: \$4 491 100

The use of appropriations under this part of the budget is subject to the prior approval of the Executive Board.



United Nations
Educational, Scientific and
Cultural Organization

40 C/5 Draft – CORRIGENDUM

VOLUME 1 and VOLUME 2

(English only)

Volume 1

Appropriation Resolution

In the table of the appropriation resolution for 2020-2021 of all scenarios, under PART III – CORPORATE SERVICES, it should read as follows:

Sector for Administration and Management

(including Office of the ADG, Human resources management, Financial management, **Operational support and the support for the organization of conferences, languages and documents**, Organization-wide knowledge management, ICT infrastructure and operations, and Management of security and safety)

In the Appropriation Resolution for 2020-2021 under the **Integrated budget based on the Appropriated Regular Programme Budget of \$523.6 million**, paragraph 2 (a) should read as follows :

- (a) by an appropriated regular programme budget amounting to \$523,647,000, consisting **of assessments on Member States**;

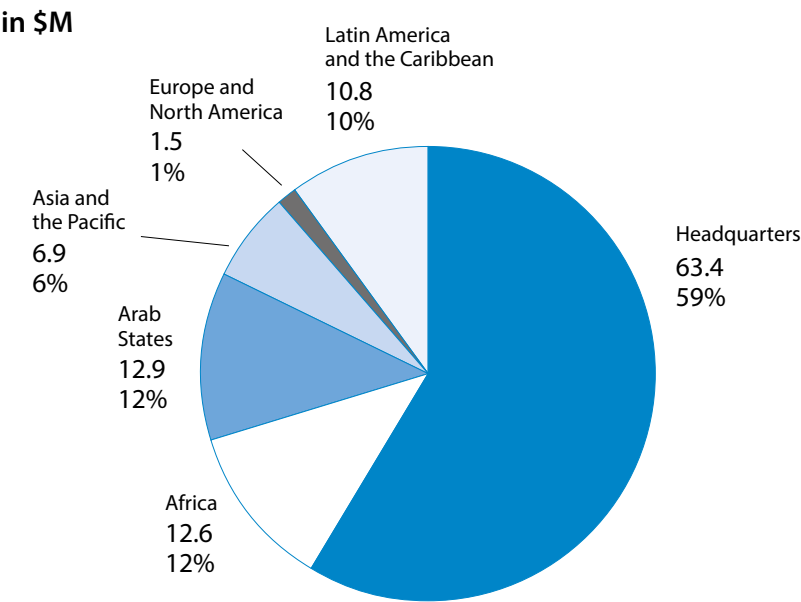
Volume 2

In the **Summary of integrated budget resources by operational and staff budget and by source of funds** of all scenarios, in PART III – CORPORATE SERVICES, the title for Part III.D “Management of support services” should be replaced by **“Operational support and the support for the organization of conferences, languages and documents”**.

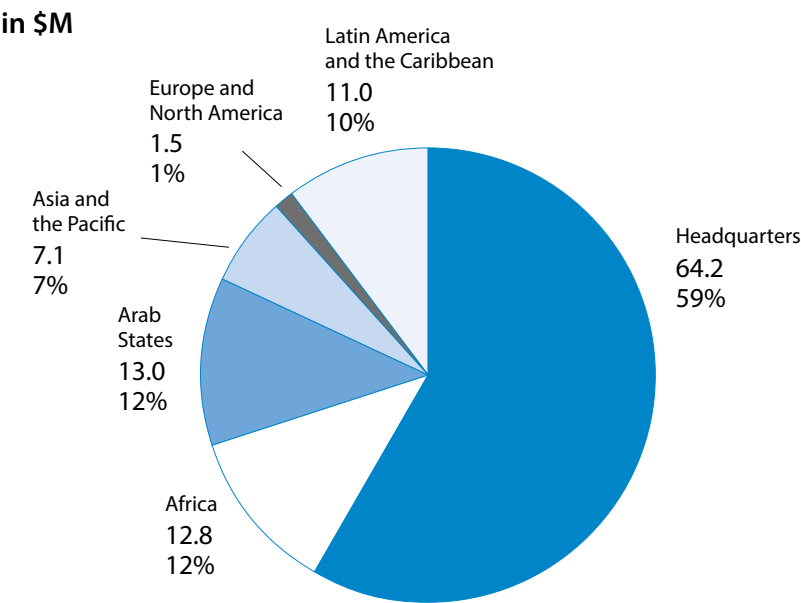
MAJOR PROGRAMME II – NATURAL SCIENCES

Under Major Programme II, the graph entitled “Distribution of total resources (staff and operational budget) excluding ICTP by Region and Headquarters” should read as follows in the different scenarios:

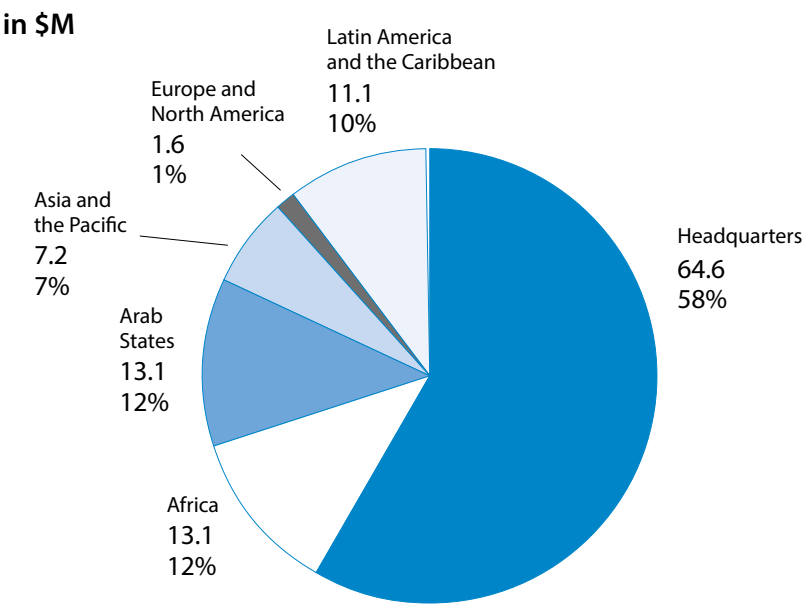
Integrated budget based on the Appropriated Regular Programme Budget of \$507 million



Integrated budget based on the Appropriated Regular Programme Budget of \$518 million/\$523.6 million



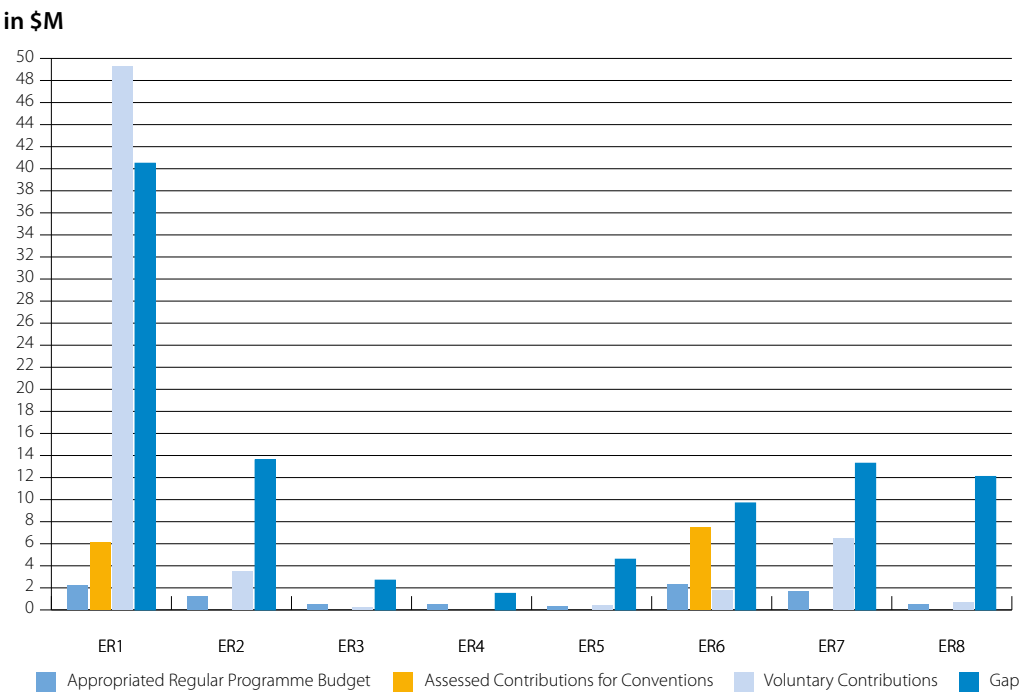
Integrated budget based on the Appropriated Regular Programme Budget of \$534.6 million



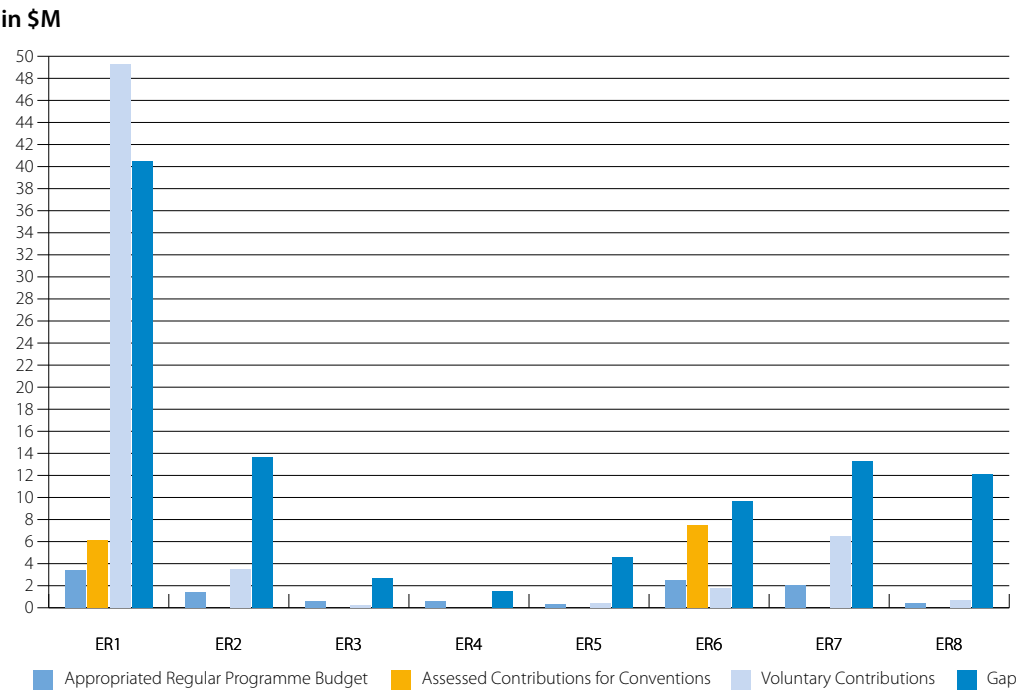
MAJOR PROGRAMME IV – CULTURE

Under Major Programme IV, the graph entitled “Total operational budget by expected result, Appropriated regular programme budget, Voluntary contributions and Gap” should read as follows in the different scenarios:

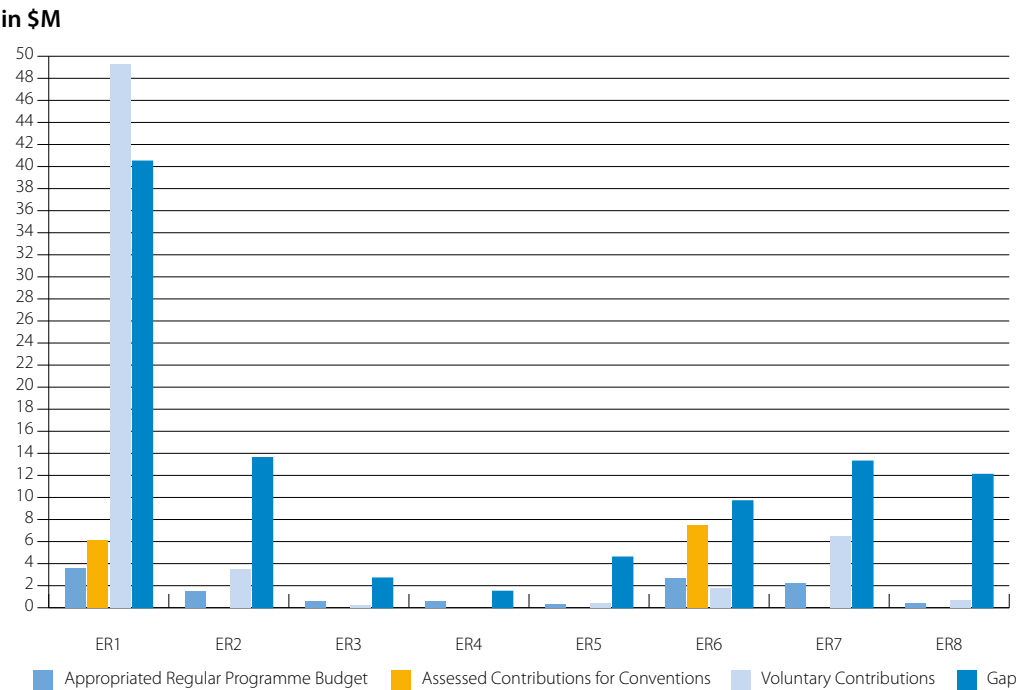
Integrated budget based on the Appropriated Regular Programme Budget of \$507 million



Integrated budget based on the Appropriated Regular Programme Budget of \$518 million/\$523.6 million



Integrated budget based on the Appropriated Regular Programme Budget of \$534.6 million





United Nations
Educational, Scientific and
Cultural Organization

40 C/5 Draft – CORRIGENDUM 2

VOLUME 1 and VOLUME 2

París, April 2019
All languages

Corrigendum to Volume 1 of the Draft Programme and Budget (40 C/5)

(All languages)

In the Draft resolution for the Sector for Priority Africa and External relations (09100), paragraph 1.A. (b) (iv) should read as follows:

(iv) mobilize and extend partnerships and networks in support of the promotion of a culture of peace in Africa, including the follow-up of the Pan-African Forum for a Culture of Peace in Africa, “Biennale of Luanda”; the establishment of the “African School for Peace” as a UNESCO Category 2 Centre and the organization of specific initiatives by local and regional stakeholders;

Corrigendum to Volume 2 of the Draft Programme and Budget (40 C/5)

(All languages)

In Part II.B, Chapter 1.B – Coordination and monitoring of action to benefit Africa, the paragraphs 09108 and 09109 should read as follows:

09108 Within the framework of Flagship 1, namely “Promoting a culture of peace and non-violence”, the Africa Department will work towards transforming the African School for Peace, established and hosted by the Government of Côte d’Ivoire, into a Category 2 Centre under the auspices of UNESCO. It will also focus on the follow-up of the Panafrican Biennale for a Culture of Peace, convened jointly by UNESCO, the African Union and the Government of Angola, in Luanda, in September 2019.

09109 As part of its strategic monitoring and promotion of future-oriented reflection on changes, opportunities and challenges in Africa, in partnership with future-oriented institutions active on the continent or working on Africa, and in collaboration with partners from other regions, the Africa Department will continue its reflection on Artificial Intelligence in Africa. This reflection was initiated with the Forum on Artificial Intelligence for Africa, which took place in Benguerir, Morocco, in December 2018.

(English only)

In Part II.A, under Major Programme V – Communication and Information, in all tables under all scenarios, the text of Expected Result 2 should read as follows:

ER2 Member States have benefited from enhanced media contributions to diversity, gender equality and youth empowerment in and through media; and societies are empowered through media and information literacy programmes and effective media response to emergency and disaster



United Nations
Educational, Scientific and
Cultural Organization

2018-2021

40 C/5

**TECHNICAL NOTE
AND ANNEXES**

Second biennium 2020-2021



United Nations
Educational, Scientific and
Cultural Organization

2018-2021

40 C/5

**TECHNICAL NOTE
AND ANNEXES**

Second biennium 2020-2021

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Technical note on budgeting methodologies used in preparing the Draft Programme and Budget for 2020-2021 (40 C/5)

Background

T001 In documents 205 EX/15 concerning the Preliminary Proposals for the 40 C/5, the Director-General presented:

- (a) estimates of the Zero Real Growth (ZRG) requirements that would be needed to maintain the Organization's purchasing power of the regular budget and of other sources of funds;
- (b) a general description of the methods, techniques and practices that would be applied when preparing the Draft Programme and Budget for 2020-2021.

T002 With regard to the regular budget ZRG estimates, the following factors were noted:

- (a) The additional ZRG requirements needed to maintain the Organization's regular budget purchasing power in the 40 C/5 was estimated at \$16.6 million.
- (b) The Director-General expressed the wish for Member States to consider thus the ZRG level (\$534.6 million) for the regular budget of the 40 C/5,
- (c) She proposed to set aside \$11 million from the unspent 38 C/5 regular budget in order to ease any increase in the 40 C/5 regular budget.

T003 Having examined document 205 EX/15 (Preliminary proposals by the Director-General concerning the Draft 40 C/5), the Executive Board, inter alia:

- (a) *Note[d] that the preliminary budgetary estimates for document 40 C/5 have been calculated using approved budgeting techniques and methodology in accordance with 39 C/Resolution 88; (205 EX/Decision 15.8),*
- (b) *Also request[ed] the Director-General to present to it at its 206th session a draft integrated budget framework comprising a regular budget with options based on four possible budget levels, together with options for funding the difference between them:*
 - (i) *zero nominal growth (ZNG) (assessed contributions of Member States of \$507 million);*
 - (ii) *ZNG plus (\$518 million based on the assessed contributions of Member States of \$507 million);*
 - (iii) *zero real growth (ZRG) (\$523.6 million);*
 - (iv) *ZRG plus (\$534.6 million).*

(205 EX/Decision 15.14)

T004 In addition, based on the Director-General's proposal, the Executive Board decided *to set aside \$11 million of the unspent regular budget funds under the 38 C/5 expenditure plan to be used in the framework of document 40 C/5 (2020-2021) (205 EX/Decision 23).*

T005 In accordance with the aforementioned decisions, the Director-General presents to the Executive Board for its consideration the Draft 40 C/5 (2020-2021), which presents the integrated budget scenarios including the following four regular programme budget levels, along with the proposed options for funding the different scenarios (in brackets)

Option 1: **\$507 million** (funded by assessed contributions of \$507 million);

Option 2: **\$518 million** (funded by assessed contributions of \$507 million plus \$11 million from the 38 C/5 unspent balance);

Option 3: **\$523.6 million** (funded by assessed contributions of \$523.6 million, therefore the difference between this scenario and the \$518 million scenario would be funded by an increase in the level of assessments);

Option 4: **\$534.6 million** (funded by assessed contribution of \$523.6 million plus \$11 million from the 38 C/5 unspent balance).

The decision of Member States to use the \$11 million of unspent funds for the 40 C/5 regular budget means that the key scenarios are the **\$518 million and \$534.6 million scenarios**.

T006 Furthermore, the same budget techniques and methodologies were applied in preparing the Regular Budget component of the Draft 40 C/5 as prescribed in 39 C/Resolution 88. Details of the techniques and assumptions used in preparing the Draft 40 C/5 are provided below in the section entitled "Budgeting techniques used for the Regular Budget".

T007 The Executive Board:

- (a) *Also note[d] that the proposed lapse factor used for the preliminary proposals for document 40 C/5 is 3%, which implies that the budget for staff is reduced by 3% instead of by the full average percentage of vacant posts (currently estimated at 10%) in order to pay for temporary staff; (205 EX/Decision 15 paragraph 9);*
- (b) *Further request[d] the Director-General to ensure that any change in the budgeting techniques that may be required for the preparation of document 40 C/5 be explained in draft document 40 C/5, notably with regard to the anticipated changes to the constant dollar mechanism (205 EX/Decision 15.15).*

In the 40 C/5, the Secretariat does not propose a change with regard to these two items. Consequently, a 3% lapse factor was used in the Draft 40 C/5, as it was considered to be the appropriate level in view of the forecasted vacancy rates. (See **Appendix 1** – Lapse factor applied to Draft 40 C/5 for more details). In addition, the regular budget exchange rate of \$1 = 0.869€ is also retained as it is reasonably close to the current market exchange rates. With regard, to this budget exchange rate, more details are provided in **Appendix 2** – Regular budget exchange rate for Draft 40 C/5 below.

T008 The Executive Board in 205 EX/Decision 15.16, further requested the Director-General, to provide a separate background document on:

- (a) *the new United Nations scale for assessed contributions to be approved by the United Nations General Assembly in December 2018 and adjusted for the UNESCO membership,*
- (b) *the current assessment under document 39 C/5 to enable comparison between the 2018-2019 biennium and the 2020-2021 biennium.*

In this regard, the requested information concerning the revised scale of assessment is provided in **Appendix 3** of this document. .

T009

Further, in 205 EX/Decision 15.6 the Executive Board invited the Director-General when preparing the Draft Programme and Budget for 2020- 2021 (40 C/5) inter alia to:

- “(b) take into consideration the programmes, priorities and commitments of the Organization in the short- and medium-terms, and continue the development of the integrated budget framework while strengthening the capacity for resource mobilization;*
- (c) further strengthen the results framework as regards UNESCO’s normative work, operational activities in the field, among others, such as support for policy development and data collection, and ultimately how UNESCO contributes to the implementation of the 2030 Agenda for Sustainable Development;*
- (d) pursue the robust implementation of global priority Africa, its operational strategy (2014-2021) (37 C/4-C/5-Compl.2) and its six flagship programmes, taking into account alignment with Agenda 2063 of the African Union;*
- (e) continue the development of a budget-tracking mechanism for the two global priorities for the end of 2019, as requested in 202 EX/Decision 19;*
- (f) pursue the reinforcement and the implementation of the Small Island Developing States (SIDS) Action Plan 2016-2021 and its five priorities;*
- (g) pursue the robust implementation of the strengthened measures for gender equality in document 39 C/5, such as the requirement for sex-disaggregated data in all results reports and a budget-tracking mechanism for gender equality;*
- (h) continue improving the implementation of a results-based budgeting (RBB) approach as the methodology for achieving increased budget transparency and accountability;*
- (i) allocate resources in the budget proposal for implementing fully the Human Resources Management Strategy for 2017-2022;”*

T0010

In preparing the 40 C/5, the Secretariat was able to make head-way with regard to certain of these items, mainly by reinforcing the RBB/RBM and IBF processes further. In this regard, the RBB/M exercise used for preparing the 40 C/5 sought to:

- simplify and improve the user-friendliness of the process;
- reinforce the role of the Directors and Heads of Field Offices and the Directors and Responsible officers of the C/5 expected results at Headquarters by requesting them to coordinate the submissions for their offices/divisions/units;

- build on the programmatic elements of the 39 C/5 and improve the monitoring mechanisms for actions in favour of Priority Africa, Priority Gender Equality, SDGs and SIDS in the 40 C/5; and
- provide more clarity concerning the definitions used, particularly concerning the GAP. This was done in an effort to build on lessons learnt and to improve the IBF process and the robustness of the GAP estimates received.

T0011

In part, this was accomplished by simplifying and enhancing the RBB tool further. These enhancements were done with internal resources, at no extra costs to the Organisation. To simplify the process, instead of requesting the implementing units to complete separate forms for each C/5 expected result to which they contribute, the RBB template was revised to request one consolidated submission from each of the main implementing programme units at Headquarters and the Field Offices. The tool was also enhanced to provide for each implementing unit a consolidated extraction of the projects and activities that they were implementing in the 39 C/5 for all sources of funding using the Integrated Budget Framework. Directors and Heads of Units were then asked to provide their budget and programme proposals by expected results for the 40 C/5, bearing in mind the continuity of the programmatic elements from the 39 C/5. Furthermore, in an effort to improve the budget-tracking mechanism for the two global priorities Africa and Gender Equality; the SDGs and SIDS, specific fields were also provided in the template to allow the responsible officers to indicate how their activities contribute to these priority items.

T0012

With regard to 205 EX/Decision 15.6.i, which invites the Director-General to “*allocate resources in the budget proposal for implementing fully the Human Resources Management Strategy for 2017-2022*” we should highlight the following. The HR Strategy spans for several biennia, and therefore the allocations for the 40 C/5, would only pertain to 2020-2021. Furthermore, due to budgetary constraints imposed by a stagnant regular budget (which actually is declining in real terms), the Secretariat was not able to respect this invitation, particularly in the lower scenarios. In the higher scenario of \$534.6 million however, an additional \$689,000 was set aside for training linked to this strategy. The Bureau of Human Resources also included an amount of \$1.97 million in its Gap to cover other costs linked to the HR strategy. In this regard, it was noted that depending on the scenario adopted, certain priority actions such as the effective implementation of a corporate organization-wide learning and development plan, would largely be dependent on the availability of funds.

T0013

With specific regard to the **Integrated budget framework** (205 EX/Decision 15.6.b), a detailed explanation on how the integrated budget framework for the Draft 40 C/5 was constructed is provided under the section “Integrated Budget Framework” below (from paragraph T0019– T0023).

T0014

Some specific information concerning other elements of the Draft 40 C/5 is provided below:

- (a) In 37 C/Resolution 85 paragraph 3, the General Conference envisaged establishing a charge of 1% of total staff costs across all funding sources with effect from 1 January 2016 as funding for the ASHI liability in respect of active staff members. In line with this decision, the Draft 40 C/5 continues this practice and includes a provision of \$3.3 million in a separate appropriation line for the After Service Health Insurance (ASHI) long-term liability, corresponding to 1% of the regular budget staff costs.
- (b) The condition for regular programme **budget transfers** between Appropriation Lines is proposed to be raised to 5% (versus 2% under the 39 C/5). This modality would allow the Director-General to make the necessary transfers and inform the Executive Board at session immediately thereafter. It is proposed, in particular, to provide adequate flexibility to implement activities of an intersectoral nature and restructuring of a minor magnitude. In any event, if such

transfers were to entail an outgoing amount exceeding 5% of the initial appropriated regular programme budget, the Director-General shall obtain prior approval of the Executive Board.

- (c) The “**Provision for staffing adjustments**” has been reactivated, and a budget provision of \$1 million is assigned for this purpose. In the 40 C/5, the Secretariat decided to exclude the “upgrading proposals” from the sectors/services’ submissions and deal with them centrally. In reality, this does not represent an additional item, as previously these upgrading proposals were included in each sector’s budget line in the C/5. For the 40 C/5, the Secretariat has considered that it was more transparent and equitable to deal with these reclassifications centrally and have them funded by a separate budget line. In addition, in an effort to contain costs and provide funding to priority areas such as the programmes and the field, the Secretariat further decided to limit the costs of these reclassifications to only \$1 million (whereas the total upgrading proposals would have been considerably higher). The advantages of this treatment are that:
- *this corresponds better to the Secretariat’s future procedure for upgrading of posts, which are intended to be undertaken in a more centrally coordinated and controlled manner, rather than leaving it to the discretion of the sectors;*
 - *the upgrading of posts and the application of additional costs will therefore be realized in a more fair and transparent manner;*
 - *and HRM is currently elaborating on a better policy for reclassification of posts for this purpose.*

T0015

As a whole, the Draft 40 C/5 represents a budget which is based on the **results-based budgeting (RBB)** process and on an **integrated budget framework**. The former implies that efforts have been made in both the programme and the administrative areas to define the budget in view of the results to be achieved and based on the assessment of requirements needed to achieve such results. The latter element (integrated budget) means that the C/5 encompasses not only the regular budget but all sources of funds, which provides a more comprehensive vision and scope of the Organization’s budget. In this regard, the Secretariat would like to draw the Member States attention on the modalities related to the examination and determination of the level of budget in the future. It should be recalled that, in recognition of the RBB principle in particular, Member States have already taken a decision to eliminate the presentation of the technical estimates (based on inflation and statutory analyses) in future preliminary proposal documents. These technical estimates were commonly referred to as the “zero real growth (ZRG) estimates” (ref: 190 EX/Decision 19 Part II). This decision was based on the understanding that there should be a move away from an inflation-based approach to a results-based approach in determining the future budget level. Moreover, today with the integrated budget framework in place which focuses also on funds mobilization efforts through structured financing dialogues, an emphasis on an inflation-based approach to determine the level of only the regular budget no longer seems to be coherent and effective. In this regard, future discussions on the ceiling of the regular budget should be determined more from a global strategic and programmatic perspective (rather than a pure technical, inflationary perspective), taking into consideration the integrated budget framework.

T0016

Furthermore, the Executive Board, also requested the Director-General in 205 EX/Decision 15.7 to *demonstrate clearly in document 40 C/5 the concrete deliverables and efficiency gains generated by the Invest for Efficient Delivery Plan and the strategic transformation process, notably:*

- (i) *a coherent and sustainable UNESCO field presence;*
- (ii) *the modernization of the core administrative and financial systems and the further development of the UNESCO Transparency Portal in order to truly meet the requirements of the integrated budget framework and the structured financing dialogue;*

- (iii) *operational efficiency measures to achieve a more effective and rational use of resources which would enable the Organization to strengthen its programme delivery.*

T0017 The Secretariat admits that it was difficult to demonstrate these elements at this stage in the Draft 40 C/5. Rather, information on these items are presented to the Executive Board in document 206 EX/5.II. Notably 206 EX/5.II.A provides information about the “Sustainability of the field network”; 206 EX/5.II.C provides an update on the “Invest for efficient delivery” initiatives; and 206 EX/5.II.F provides information about “UNESCO’s Strategic Transformation”. To the extent possible, deliverables linked to these initiatives were incorporated in the 40 C/5. However, due to budgetary constraints associated with a ZNG and ZRG regular budget and the fact that priority had to be given to the programmes, and other areas (e.g. increases in the Resident Coordinator system, etc.), many deliverables had to be included in the GAP of the responsible implementing sector/service and therefore would be dependent on the availability of funds.

T0018 With regards to possible efficiency gains, the following should be noted. Certain initiatives are still ongoing (e.g. the modernization of the core programming and financial systems), while other are still in the consultation stage (e.g. in the field structure). Therefore, it will take time and additional investment before the Secretariat could eventually assess efficiency gains from these projects.

Integrated Budget Framework

T0019 The previous 39 C/5 budget marked a significant phase in that it was based on an **integrated budget framework (IBF)**, i.e., the budget encompassed not only the regular budget (assessed contribution) but also all other sources of funds which contributed to the programme of UNESCO. The integrated budget framework was also intended to serve the Structured Financing Dialogues for the purposes of reinforcing funds mobilization, and therefore included a certain amount of funds that are planned to be raised for programme implementation in the course of the future biennium (“Gap”).

T0020 In accordance with the decision of the Executive Board (205 EX/Decision 15), the 40 C/5 budget for 2020-2021 has been constructed using the integrated budget framework, and continues to include the following categories of funds:

- Regular budget (assessed contribution and 38 C/5 unspent balance)
- Special account for management costs
- Revenue generating funds
- Voluntary contributions (extrabudgetary projects already committed, in hand)
- Gap

Although the exact total amount of the IBF depends on the regular budget scenario, it amounts to some **\$1.3 billion**. The details on each of the five categories of funds composing the IBF are provided below:

Regular Budget

The regular budget consists, in principle, of the assessed contribution from Member States. However, in accordance with the Executive Board’s decision (205 EX/Decision 23) which decided “*to set aside \$11 million of the unspent regular budget funds under the 38 C/5 expenditure plan to be used in the framework of document 40 C/5 (2020-2021)*”, two of the four scenarios, i.e., regular budget

of \$518 million and \$534.6 million, includes this unspent funds of \$11 million within the regular budget. As the Financial Regulation states that the appropriated Regular Budget is to be funded from assessed contribution, this regular budget scheme will require, as in the 39 C/5, the suspension of the provisions of Article 5.1 of the Financial Regulations. This suspension clause is included in the proposed Appropriation Resolution for these two scenarios (Volume 1).

Special account for management costs (\$28.4 million)

Following the Executive Board decision on the Cost Recovery Policy and the creation of Special Account for Management Costs, management functions from the 39 C/5 onwards are funded proportionally from appropriated Regular Programme budget and management income charged on voluntary contributions. Costs are managed within a Special Account that pools funding from these sources. Amounts budgeted in the appropriated Regular Programme budget for management functions (staff and activities) are transferred to the Special Account. The amount of management cost covered from voluntary contributions is estimated by applying the new management rates to the disbursement using recent biennial data. For 40 C/5, this amount is estimated at \$28.4M as compared to \$27.2M in 39 C/5.

The management income to cover part of management costs is generated by charging the management rates to voluntary contributions. Since the voluntary contributions include the management costs as part of full cost of the respective projects, under the global budget picture, an equal amount (\$28.4 million) needs to be offset in order to avoid double counting. A special budget line entitled “Offsetting related to management costs recovery from voluntary contributions” are presented at the end of the IBF budget table for this purpose.

Revenue generating funds (\$39.2 million)

These funds relate to special accounts for which the income comes from either external sources (permanent delegations, other organizations, staff members, etc.) or internal sources (sectors’/bureaus’ programme execution). The 40 C/5 integrated budget includes the following special accounts whose expenditures are considered to contribute to substantial activities of UNESCO:

- **Headquarter Utilization Fund (HQF):** This finances activities and posts mainly under Operational support and the support for the organization of conferences, languages and documents (Part III.D), and security posts under Management of security and safety (Part III.G):
- **Public information, liaison and relations fund (PILRF):** This finances activities and posts related to public relations under Public Information (DPI).
- **Publications, auditory and visual material fund:** This also finances activities and posts related to public relations under DPI.
- **Special accounts for interpretation services (SAI):** This finances activities and posts under Operational support and the support for the organization of conferences, languages and documents (Part III.D).
- **Special accounts for documents (SAD):** This also finances activities and posts under Operational support and the support for the organization of conferences, languages and documents (Part III.D).

The amount under these revenue generating funds to be used in 2020-2021 is estimated at **\$39.2 million**. The estimated income and expenditure for each of the above funds are presented in **Annex IV**. It is to be noted that a part of the income for these funds originates from the sectors’/bureaus’ expenditure (for example, document publication by programme sectors) which are already included in the sectors’/

bureaus” budget. Therefore, similar to the Special account for management costs mentioned above, there is a need to offset these amounts in order to avoid double-counting. The amount of income for the revenue generating funds which originate from the sectors’/bureaus’ expenditures (i.e., internal sources) has been estimated at \$12.4 million, and this amount is also treated as an offsetting element at the global level of the budget. This is shown under the budget line entitled “Offsetting related to the estimated internal charge back for revenue-generating funds”.

Voluntary contributions already committed (\$313.7 million)

These correspond to the extrabudgetary projects funded by voluntary donations. Although a certain level of voluntary contributions can be expected each biennium, only those that are firmly committed at the time of preparation of the Draft 40 C/5 are included in this category of voluntary contributions, which have been estimated at **\$313.7 million**. Although most of these voluntary contributions are earmarked today by donors for specific projects or purposes, the organization will need to make further efforts to raise more non-earmarked voluntary contributions in the future, which is one of the objectives of the Structured Financing Dialogues.

Gap (\$453.9 million)

In addition to the committed voluntary contributions, the integrated budget provides an estimate of funds that the organization would try to further raise in 2020-2021 in order to fulfill its mandate. The inclusion of this gap in the integrated budget is considered important for the subsequent sessions of Structured Financing Dialogues through which the Secretariat, Member States and potential donors would make collective efforts in funds mobilization. For this aim, the estimate of gap has been made for each expected result .

For the 39 C/5, it was specified that, “the amount of the gap needs to be realistic. When preparing the Draft 39 C/5, the gap will need to be estimated by each sector/bureau by taking into account the total resource requirements established through the RBB process, voluntary contributions likely to be received during the biennium, and the past trends of the sector’s fund raising performance,” etc.

In the context of the preparation of the 40 C/5, to achieve a more homogenous understanding of the funding gap throughout the Secretariat, a more precise and complete definition of the funding gap has been coined for programming purposes. Notably it clarifies the need to cross check the estimated funding needs which correspond inter alia to the priorities of beneficiary Member States in areas where UNESCO has a specific added value with funding opportunities that are already under discussion with donors, or confirmed opportunities for raising funds which have still to be explored with donors. The latter could relate to a national, regional or global strategy or need that is of interest to donors, or the existence of funding envelopes or donor funded programmes that are relevant to the assessed needs. It further clarifies that if there is a multi-year funding agreement under negotiation with a donor, the amount to be taken into account when assessing the funding gap is what needs to be spent to achieve programmatic targets in 2020-2021. Finally, any voluntary contributions that are almost certain, but not signed, including annual allocations which are contingent on Parliamentary approval need to be reflected in ‘funding gap’ figures, and not ‘committed voluntary contributions figures’.

In the preparation of the 40 C/5 greater accountability has been given to UNESCO field offices for assessing and arbitrating the funding gap by Expected Result in the country/countries for which they are responsible. This evolution is also consistent with on-going efforts to empower and strengthen the accountability of UNESCO field offices in mobilizing resources from decentralized funding sources.

It should be noted that, while the total amount of the regular budget is considered to be firmly determined, the amounts for all the other categories of funds are based on estimates, therefore they are of a provisional nature.

T0021

Under each of these categories of funds, operational and staff costs have been identified and attributed to each sector/bureau. As in the 39 C/5, the staff costs shown in the Draft 40 C/5 corresponds to the costs of “established posts” financed by regular budget, Special account for management and revenue generating funds. The staff costs under this definition does not include temporary posts and project appointment (PA) positions financed by extrabudgetary projects (voluntary contributions), for which the statutory status is different from the established posts. Therefore the “voluntary contributions” are treated as operational costs only. Further, the “gap” which will be funded later by voluntary contributions may finance PA positions, but for the same reason the entirety of the gap is considered as operational costs. This approach may be re-examined for the future C/5 integrated budget.

T0022

It is to be noted also that, as in the 39 C/5, Draft 40 C/5 does not present staff cost amounts at the level of each expected result, but at the level of Major Programme and bureaux. As explained under the 39 C/5, the reasons for this are the following:

- While it is relatively feasible to analyze the contribution of each staff member working at Headquarters, it is difficult to identify how each staff member in the Field is contributing to the various expected results, or how each expected result will be achieved by the Field staff members.
- The pattern of staff members’ contribution to expected results can/should be flexible and shifts over the time, in order to be responsive to the evolving strategic needs. The exercise of breaking down the staff costs into expected results leads to a mere theoretical and indicative staff cost distribution.
- Certain ADGs of sectors were of the opinion that the staff costs (staff’s contribution to work objectives) should be managed at the global level of sectors and bureaux, without being bound by strict allocation of staff costs at the level of expected results (or at the level of main lines of action).

However, the Secretariat is fully aware that the underlying interest of the Member States is to see how the work and objectives of the Programme sectors are being actually fulfilled by the staff working in the sectors. In order to provide as much information as possible on this, the Draft 40 C/5 presents a detailed organizational chart for each of the five Major Programmes and IOC. These charts show the structure down to the section level, and indicates the number of professional and general service posts under each of them. The same information is shown for the Field Offices under each sector. It is hoped that this information will provide a more realistic picture of the staff (posts) contributing to the various programme areas under the Programme sectors.

T0023

The integrated budget for the Draft 39 C/5 has been constructed on the basis of the above. The tables under **Annex I** present the global budget picture for each of the four scenarios.

Budgeting techniques used for the Regular Budget

T0024

The following section describes the budgeting techniques applied in preparing the Regular Budget component of the Draft 40 C/5. The techniques used in preparing the Draft 40 C/5 are in accordance with 39 C/Resolution 88. Any changes that are proposed to be made to the methodology are also outlined below.

(i) **Constant dollar principle and currency fluctuations**

The estimates for the regular budget for the Draft 40 C/5 were calculated using the exchange rate of USD 1 = 0.869 euro, which is the same exchange rate used in preparing the budget for the 39 C/5 (2018-2019).

As a good business practice, the constant dollar rate should be revised from one biennium to the next to reflect more updated market rates. On this basis, the General Conference at its 39th session “*invite(d) the Director-General, when preparing the Budget for 2020-2021 (40 C/5), to continue applying the same budgeting techniques while introducing any improvement as considered necessary, especially in light of the integrated budget framework and with regard to the constant dollar principle.*” Further the Executive Board at its 205th session “*request(ed) the Director-General to ensure that any change in the budgeting techniques that may be required for the preparation of document 40 C/5 be explained in draft document 40 C/5, notably with regard to the anticipated changes to the constant dollar mechanism.*” The Secretariat made conscientious efforts to apply the Governing body decisions, when preparing the Draft 40 C/5. However, given the fact that the current budget exchange rates was reasonably close the market exchange rate, it is proposed to maintain the same exchange rate for the 40 C/5. A more detailed explanation concerning the determination of the budget exchange rate is provided at the end of this Technical Note as **Appendix 2**.

In this regard, the income and expenditure incurred in Euros against the regular budget will be recorded using the United Nations Operational rate of Exchange (UNORE), and the differences arising from using two different bases for the budget and accounts will be outlined in reconciliation/comparison reports within the financial statements.

(ii) **Treatment of inflation**

The overall requirements needed to cover the inflation and statutory increases of a particular biennium are calculated in the following multi-step methodology:

■ **Recosting – Parts I-IV** of the budget is “recosted” to determine the new budget base:

The first step of the budget methodology is to determine the budget base (Parts I-IV) for the 40 C/5. To achieve this, the staff and activity budgets approved in the 39 C/5 (excluding Part V – Anticipated Cost Increases) are first adjusted in order to be consistent and comparable with the proposed structure of the 40 C/5. The comparative transfers and structural adjustments made in this regard are summarized in the paragraph T0035 below. This adjusted structure is presented in the C/5 document under the heading “39 C/5 Approved as adjusted”.

Once adjusted for comparability, the revised “Budget Base (Parts I-IV)” is then “recosted”. When preparing the Draft 40 C/5, the operational and staff costs of Parts I-IV of the 39 C/5 Approved is recalculated to reflect the price level foreseen at the beginning of the next biennium (1 January 2020). This exercise of revaluating the Budget Base is referred to as “recosting”. As a reminder, the Budget Base (Parts I-IV) for the 39 C/5 was calculated using the salary scales and price levels applicable at the beginning of the biennium in question (i.e. 1 January 2018).

Details of the elements used to calculate the recosting estimates are briefly outlined in paragraphs T0040-T0045 below, and the estimates are shown in **Table 3** below.

■ Determining the **Anticipated Cost Increases expected to occur in 2020-2021 (as an element of Part V)**

After the Budget Base (Parts I-IV) is recosted, the second step is to determine the Anticipated Cost Increases for 2020-2021. As mentioned above, the recosted budget base for the 40 C/5 (Parts I-IV) is estimated at the price level as at 1 January 2020 and does not take into account the cost increases that will inevitably arise during the course of the 2020-2021 biennium (therefore there is no double counting). Anticipated Cost Increases in 2020-2021 have been projected in accordance with the information available to the Secretariat concerning salary and consumer price indices at the time of preparing the Draft 40 C/5. These anticipated additional costs are provided separately under Part V. The use of funds from this part of the budget is subject to the prior approval by the Executive Board.

Further, in view of past experience whereby unforeseen additional requirements have arisen during the course of the biennia which need to be covered within the regular budget, the Director-General proposed that, from 39 C/5 onward, Part V would also serve partly as a contingency provision (in addition to covering the inflation and statutory increases). This practice is therefore continued in the 40 C/5.

(iii) **Application of staff cost budget standards**

Standard Costs (i.e. average biennial costs) are used to calculate the costs of established posts financed by the regular budget. The total costs of these established posts are calculated by first determining the standard cost by grade and by duty station, and then multiplying the standard costs by the number of posts under each grade and each duty station.

As per past approved practices, the staff cost estimates are based on the most recent scales of base salaries and related benefits published by the ICSC (International Civil Service Commission) and on an analysis of actual expenditure trends observed during the recent and current biennia.

(iv) **Adjustment for staff turnover and recruitment delays**

As per the approved budgeting practice, the calculation of overall staff costs is adjusted to take into account anticipated staff turnover and recruitment delays by applying a “**lapse factor**”.

For the 40 C/5, the Director-General proposes to apply a lapse factor of 3% (the same as in the 39 C/5). An explanation of the background and the logic used to determine this rate is provided at the end of this Technical Note, in “**Appendix 1**”.

T0025

Table 2 below shows the evolution between the regular budget “39 C/5 Approved as adjusted” and the Draft 40 C/5 by major budget parts for the \$518 million appropriated regular programme budget scenario. It goes on to show the additional reinforcements to determine the \$523.6 million and \$534.6 million scenarios. **Table 3** shows a more detailed comparison showing the recosting requirements, and resulting increases/decreases in real-terms.

\$518 million scenario

- T0026** As was the case in previous biennia, the Director-General has made contentious efforts to reinforce the Programme Sectors, IOC and UIS to the extent possible in all scenarios. In this regard, the proposed budget for the Major Programmes, IOC and UIS was increased by approximately \$2 million, compared to the “39 C/5 Approved as adjusted” (\$518M). This was done in order to ensure that the programmes could deliver, to the extent possible on SDGs and priority areas approved by Member States.
- T0027** This however, underlines an important fact that, in order for the Organization to maintain its position in its fields of competence, UNESCO needs a minimum level of core resources. After decades of budget constraints imposed by zero nominal growth regular budgets (and thus declining purchasing power), the Secretariat has come to its limit. UNESCO can no longer be expected to do more with less funds. In the \$518 million scenario, the Secretariat has done its best to try to redeploy the slightest possible savings to priority areas as outlined above, however even this was not sufficient. For example, in the \$518 million scenario an additional \$2.5 million was provided for the management of the field offices. However, despite the increase provided, it is estimated that an additional \$4.5 million would be needed to cover expected needs. In this regards, the current situation would require careful planning during the biennium to contain costs and consolidate resources, in particular at the regional level.
- T0028** In addition, the Director-General also had to reinforce key non-programme areas. In particular, Part I.A – Governing bodies was increase by \$0.7 million, to cover the additional costs of the external auditors fees. Part I.B – Direction was increased by \$0.6 million mainly to provide additional resources for IOS. Part I.C – Participation in the UN Joint Machinery also had to be increased by \$2.2 million in order to cover estimated additional security costs in the field.
- T0029** The aforementioned reinforcements were achieved by reducing the regular budgets of the other non-programme sectors/bureaus. In particular, Part II.B - Programme-related services was reduced by some \$0.1 million, mainly under the Bureau of Strategic Planning; Part III – Corporate Services was also reduced slightly by \$0.3 million. Part IV – Loan Repayments of Renovation of the Headquarters Premises and the IBE Building was reduced by \$8.8 million in accordance with the repayment schedule.
- T0030** In light of the aforementioned additional needs, and given the budgetary constraints imposed by a zero nominal growth budget, certain items could not be included in the \$518 million scenario, such as the additional \$4.6 million needed to fund the increase in the “Resident Coordinator cost sharing arrangements” and the \$1.4 million needed for the loan for the Renovation of the Miollis building (which assumes a repayment period of 20 years)

\$523.6 million scenario

- T0031** Efforts were made however, to ensure that important items known to the Secretariat at the time of drafting were included in the higher scenarios starting with the \$523.6 million scenario, including the two items mentioned in the previous paragraph above (Resident Coordinator cost and the loan repayment for the Renovation of the Miollis building).
- T0032** No other reinforcements were proposed under this scenario. However to accommodate these increases, the provision for Part V – Anticipated Cost Increases and Contingencies was reduced by \$0.3 million compared to the \$518 million scenario.

\$534.6 million scenario

T0033

The \$534.6 million scenario, which is a zero real growth scenario, is the only scenario that would allow the Secretariat to maintain its purchasing power. In accordance with 205 EX/Decision 23.3, if approved, this scenario would be financed by an assessment on member states of \$523.6 million and \$11 million from the carryforward of the unspent balance from the 38 C/5. We should note that since the scenarios build on each other, all provisions under the previous scenarios are de facto included in the \$534.6 million scenario. Therefore, the 534.6 million scenario also includes the additional \$4.6 million provision needed to fund the increase in the “Resident Coordinator cost sharing arrangements” and the \$1.4 million for the Renovation of the Miollis building. In addition, under this scenario, Part I.B – Direction was reinforced by a \$0.4 million mainly to provide additional resources for Cabinet. The Major Programmes, IOC and UIS would be reinforced by an additional \$5.9 million and some \$2.3 million would be provided for the Management of Field Offices and Field Network Reform. Part III. Corporate Services would also be reinforced by \$2.1 million, mainly in order to provide additional funds to implement the HR Strategy and to enable more in-depth investments and restructuring within the Sector for Administration and Management.

Table 1 – Summary of the variation of the Appropriated Regular Programme Budget between the Draft 40 C/5 and the 39 C/5 (\$518M) Approved as adjusted by Main Budget Part

(in US\$'000)

	39 C/5 Approved as adjusted	Variation	Draft 40 C/5 - RP \$518M Scenario	Reinforce- ment	Draft 40 C/5 - RP \$523.6M Scenario	Reinforce- ment	Draft 40 C/5 - RP \$534.6M Scenario
PART I - GENERAL POLICY AND DIRECTION							
A. Governing bodies	9 897	749	10 646	0	10 646	42	10 687
B. Direction	13 370	604	13 974	0	13 974	435	14 409
C. Participation in the Joint Machinery of the United Nations System	20 995	2 161	23 155	4 571	27 727	0	27 727
TOTAL, PART I	44 261	3 514	47 775	4 571	52 347	476	52 823
PART II - PROGRAMMES AND PROGRAMME-RELATED SERVICES							
A. Programmes							
<i>of which:</i>							
Major Programmes and UIS	234 999	1 991	236 990	0	236 990	5 892	242 882
Management of Field Offices and Field Network Reform	84 967	2 459	87 425	0	87 425	2 257	89 682
TOTAL, PART II.A	319 966	4 450	324 415	0	324 415	8 148	332 564
B. Programme-related services	33 699	-91	33 608	0	33 608	196	33 804
C. Participation Programme and Fellowships	13 210	118	13 328	0	13 328	56	13 384
TOTAL, PART II	366 875	4 477	371 351	0	371 351	8 400	379 751
PART III - CORPORATE SERVICES							
A. Office of the ADG of the Sector for Administration and Management	1 403	-313	1 089	0	1 089	1 015	2 104
B. Human resources management	23 963	-29	23 934	0	23 934	689	24 623
C. Bureau of Financial management	10 144	-256	9 888	0	9 888	133	10 021
D. Operational support and the support for the organization of conferences, languages and documents	26 794	97	26 891	0	26 891	113	27 004
E. Organization-wide knowledge management	9 938	86	10 024	0	10 024	41	10 065
F. ICT Infrastructure and Operations	4 611	128	4 739	0	4 739	62	4 801
G. Management of security and safety	9 832	18	9 850	0	9 850	42	9 891
TOTAL, PART III	86 684	-270	86 414	0	86 414	2 095	88 509
Reserve for Staffing Adjustments	0	1 000	1 000	0	1 000	0	1 000
Reserve for After Service Health Insurance longterm liability (ASHI)	3 282	33	3 315	0	3 315	11	3 325
PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING	12 186	-8 820	3 366	1 381	4 747	0	4 747
PART V – ANTICIPATED COST INCREASES AND CONTINGENCIES	4 712	66	4 778	-305	4 473	19	4 491
TOTAL, PARTS I-V	518 000	0	518 000	5 647	523 647	11 000	534 647

Totals may not sum exactly due to rounding.

T0034 Table 2 below provides a more detailed comparison of the 39 C/5 Approved as adjusted and the Draft 40 C/5.

Table 2 – Variation of the Appropriated Regular Programme Budget between the Draft 40 C/5 and the 39 C/5 Approved as Adjusted by Main Appropriation Line

(in US\$'000)

Principal appropriation line	39 C/5 Approved	Compara- tive transfers	39 C/5 Approved as adjusted	Variation between the 40 C/5 \$518M Scenario and the 39 C/5						Draft 40 C/5 - RP \$518M Scenario	Reinforce- ment	Draft 40 C/5 - RP \$523.6M Scenario	Reinforce- ment	Draft 40 C/5 - RP \$534.6M Scenario
				Recosting (inflation, statutory increases & technical adjustments)		Total Recosting	Increase / (Decrease) in real terms	Total Variation (vis-à-vis the 39 C/5 as adjusted)						
				Operational cost recosting	Staff Cost Recosting									
	\$	\$	\$	\$	\$	\$	\$	\$	%	\$	\$	\$	\$	\$
PART I – GENERAL POLICY AND DIRECTION														
A. Governing bodies	9 897	0	9 897	266	18	285	464	749	7.6%	10 646	0	10 646	42	10 687
B. Direction	13 272	98	13 370	72	-88	-16	620	604	4.5%	13 974	0	13 974	435	14 409
C. Participation in the Joint Machinery of the United Nations System	20 995	0	20 995	7 363	0	7 363	-5 202	2 161	10.3%	23 155	4 571	27 727	0	27 727
TOTAL, PART I	44 163	98	44 261	7 701	-69	7 632	-4 118	3 514	7.9%	47 775	4 571	52 347	476	52 823
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES														
A. Programmes														
Education Sector (ED)	82 622	-222	82 400	1 078	1 339	2 417	-2 095	321	0.4%	82 721	0	82 721	2 310	85 031
Natural Sciences Sector (SC)	38 339	0	38 339	339	405	744	-691	53	0.1%	38 392	0	38 392	1 075	39 467
UNESCO Intergovernmental Oceanographic Commission (IOC)	10 681	0	10 681	93	88	181	-86	95	0.9%	10 776	0	10 776	299	11 076
Social and Human Sciences Sector (SHS)	25 448	0	25 448	220	181	401	53	454	1.8%	25 902	0	25 902	713	26 615
Culture Sector (CLT)	45 580	267	45 846	389	686	1 075	103	1 179	2.6%	47 025	0	47 025	590	47 615
Communication and Information Sector (CI)	23 838	323	24 161	218	525	743	-926	-183	-0.8%	23 979	0	23 979	677	24 656
UNESCO Institute for Statistics	8 123	0	8 123	283	0	283	-211	72	0.9%	8 195	0	8 195	228	8 423
Management of Field Offices	84 967	0	84 967	1 090	3 221	4 310	-1 852	2 459	2.9%	87 425	0	87 425	1 757	89 182
Supplementary funding for the Field Network Reform	0	0	0	0	0	0	0	0		0	0	0	500	500
Total, Part II.A	319 598	368	319 966	3 710	6 445	10 154	-5 705	4 450	1.4%	324 415	0	324 415	8 148	332 564
B. Programme-related services														
1. Sector for Priority Africa and External Relations														
A. Office of the ADG and Field Coordination	0	2 342	2 342	9	33	42	28	70	3.0%	2 413	0	2 413	5	2 418
B. Coordination and monitoring of action to benefit Africa														
	4 105	-702	3 403	15	-5	10	290	300	8.8%	3 703	0	3 703	17	3 720
C. External Relations	0	9 418	9 418	28	-107	-80	183	103	1.1%	9 521	0	9 521	43	9 564
2. Coordination and monitoring of action to implement Gender Equality														
	1 900	0	1 900	9	-18	-9	25	17	0.9%	1 916	0	1 916	8	1 924
3. Strategic planning														
External relations and public information	19 464	-19 464	0	0	0	0	0	0		0	0	0	0	0
Organization-wide knowledge management	9 716	-9 716	0	0	0	0	0	0		0	0	0	0	0
4. Public information														
Field Support and Coordination	2 052	-2 052	0	0	0	0	0	0		0	0	0	0	0
Total, Part II.B	44 633	-10 934	33 699	105	-12	94	-184	-91	5.8%	33 608	0	33 608	196	33 804

(in US\$'000)

Principal appropriation line	39 C/5 Approved	Compara- tive transfers	39 C/5 Approved as adjusted	Variation between the 40 C/5 \$518M Scenario and the 39 C/5						Draft 40 C/5 - RP \$518M Scenario	Reinforce- ment	Draft 40 C/5 - RP \$523.6M Scenario	Reinforce- ment	Draft 40 C/5 - RP \$534.6M Scenario
				Recosting (inflation, statutory increases & technical adjustments)		Total Recosting	Increase / (Decrease) in real terms	Total Variation (vis-à-vis the 39 C/5 as adjusted)						
				Operational cost recosting	Staff Cost Recosting									
	\$	\$	\$	\$	\$	\$	\$	\$	%	\$	\$	\$	\$	\$
C. Participation Programme and Fellowships	13 210	0	13 210	413	32	445	-327	118	0.9%	13 328	0	13 328	56	13 384
TOTAL, PART II	377 441	-10 566	366 875	4 228	6 465	10 693	-6 216	4 477	1.2%	371 351	0	371 351	8 400	379 751
PART III – CORPORATE SERVICES														
Sector for Administration and Management														
A. Office of the ADG of the Sector for Administration and Management	0	1 403	1 403	1	26	27	-341	-313	-22.3%	1 089	0	1 089	1 015	2 104
B. Human resources management	23 638	325	23 963	555	-14	540	-569	-29	-0.1%	23 934	0	23 934	689	24 623
C. Bureau of financial management	10 710	-566	10 144	29	113	142	-398	-256	-2.5%	9 888	0	9 888	133	10 021
D. Operational support and the support for the organization of conferences, languages and documents	27 394	-600	26 794	203	182	385	-288	97	0.4%	26 891	0	26 891	113	27 004
E. Organization-wide knowledge management	0	9 938	9 938	25	21	46	40	86	0.9%	10 024	0	10 024	41	10 065
F. ICT Infrastructure and Operations	4 627	-16	4 611	20	45	65	63	128	2.8%	4 739	0	4 739	62	4 801
G. Management of security and safety	9 847	-16	9 832	54	57	111	-93	18	0.2%	9 850	0	9 850	42	9 891
TOTAL, PART III	76 216	10 468	86 684	887	430	1 316	-1 586	-270	-0.3%	86 414	0	86 414	2 095	88 509
TOTAL, PARTS I-III	497 820	0	497 820	12 816	6 825	19 641	-11 920	7 721	1.6%	505 541	4 571	510 112	10 971	521 083
Reserve for Staffing Adjustments	0	0	0	0	0	0	1 000	1 000		1 000	0	1 000	0	1 000
Reserve for After Service Health Insurance long-term liability (ASHI)	3 282	0	3 282	0	-12	-12	45	33	1.0%	3 315	0	3 315	11	3 325
PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING														
	12 186	0	12 186	-7 439	0	-7 439	-1 381	-8 820	-72.4%	3 366	1 381	4 747	0	4 747
PART V – ANTICIPATED COST INCREASES AND CONTINGENCIES														
	4 712	0	4 712	3 209	1 393	4 603	-4 536	66	1.4%	4 778	-305	4 473	19	4 491
TOTAL, PARTS I-V	518 000	0	518 000	8 586	8 206	16 792	-16 792	0	0.0%	518 000	5 647	523 647	11 000	534 647

Totals may not sum exactly due to rounding.

Comparison of regular budgets between the 39 C/5 and the Draft 40 C/5 regular budgets

(Budget adjustments required for comparison)

T0035

In order to allow a detailed comparison of the budgets of the current and following biennia, the staff and operational budgets of the 39 C/5 Approved have to be adjusted to reflect the proposed budget structures of the 40 C/5. The 39 C/5 figures which reflect this adjusted structure is presented throughout the C/5 under the heading “**39 C/5 Approved as adjusted**”. The following section, describes these adjustments:

(i) Structural adjustments to the budget presentation

As was the case in previous biennia, structural adjustments refer to changes in the presentation of the appropriation lines due to Organizational restructuring. They generally include:

- the transfer of an appropriation line from one part of the budget to another;
- the creation or deletion of appropriation lines; or
- the division or merger of appropriation lines .

The following structural adjustments were made in the Draft 40 C/5:

Summary of Structural Adjustments Proposed in the 40 C/5

	Activities	Staff	Total	Comments
	\$	\$	\$	

In accordance with 205 EX/3.INF concerning the creation of the Priority Africa and External Relations Sector (PAX) the following structural adjustments have been made:

Dissolution of the Sector for External Relations and Public Information

II.B	External relations and public information (ERI)	(1 028 400)	(18 435 600)	(19 464 000)	The Sector for External Relations and Public Information has been dissolved.
II.B	Public Information	439 400	8 405 900	8 845 300	The Division for Public Information which reports directly to the Office of the Director General is now shown under a separate budget line under Part II.B of the Budget.
II.B	External Relations (PAX)	589 000	9 512 700	10 101 700	The Division of Member States and Partners (MSP) has been renamed Division of external relations (DRX) and grouped within PAX (along with the Goodwill Ambassadors Unit and the Protocol Unit).
III.A	Office of the ADG of the Sector for Administration and Management		517 000	517 000	The cost of the ADG post has been transferred to ADM.

Sector for Priority Africa and External Relations

II.B	Office of the ADG and Field Coordination	259 000	2 083 400	2 342 400	A new line has been created for the Office of the ADG and Field Coordination. The resources for this budget line was financed by internal transfers.
II.B	Coordination and monitoring of action to benefit Africa	–	(702 300)	(702 300)	The budget line for the Africa Department has been grouped under the appropriation line for the PAX Sector.
II.B	External relations (add. transfers within PAX)	227 100	(248 300)	(21 200)	The budget line for the External Relations has been grouped under the appropriation line for the PAX Sector.
II.B	Field Support and Coordination	(486 100)	(1 132 800)	(1 618 900)	The Unit for Field Coordination has also been grouped within the PAX to strengthen the strategic integration of the field offices.

In accordance with 204 EX/3.INF concerning the creation of the Administration and Management Sector, the following structural adjustments have been made:

Sector for Administration and Management

III.A	Office of the ADG of the Sector for Administration and Management	31 200	1 371 500	1 402 700	A new line has been created for the Office of the ADG of the Administration and Management Sector. The resources for this budget line was mainly financed by internal comparative transfers, including the transfer of the ADG post from ERI (see above).
III	Internal Transfers	(31 200)	(854 500)	(885 700)	
II.B	External relations	–	(517 000)	(517 000)	
II.B	Organization-wide knowledge management	(724 700)	(8 991 100)	(9 715 800)	In addition, the appropriation line for Organisation Knowledge Management which was previously under Part II.B is now placed under Part III, in order to regroup the Services under the Sector's responsibility and in order to enable future flexibility in the reorganisation of the ADM Sector.
III.E	Organization-wide knowledge management	724 700	8 991 100	9 715 800	

With regard to these aforementioned structural adjustments, a few changes should also be noted, which do not have a budgetary impact. In particular:

- The former budget line entitled “Management of support services” has now been renamed “Operational support and the support for the organization of conferences, languages and documents”.

- The Security and Safety Section (SEC), which is in charge of security and safety at Headquarters and in the field, is now under the Sector for Administration and Management (ADM), however this did not require a change in the budget tables as SEC was previously shown under Part III.

(ii) Comparative transfers

Comparative transfers correspond to the transfer of staff and operational budgets between appropriation lines in order to reflect organizational restructuring and to align the budget base of the 39 C/5 Approved with the proposed structure of the Draft 40 C/5 to make the two budgets comparable.

Summary of Comparative Transfers Proposed in the 40 C/5

	Activities	Staff	Total	Comments
	\$	\$	\$	

In accordance with the Director-General's decision to further rationalise and create better synergies between the different services the following budget transfers are proposed in order to reflect the following changes in responsibilities:

BSP and PAX

II.B	External relations	(25 000)	(770 100)	(795 100)	The Unit responsible for coordinating cooperation with the UN has been transferred from BSP to External Relations within PAX.
II.B	Strategic planning	25 000	770 100	795 100	
II.B	Strategic planning		(667 300)	(667 300)	The desk responsible for coordinating partnerships with Non-governmental Organisations has been transferred from PAX to BSP.
II.B	External relations		667 300	667 300	

BSP and ADM

II.B	Bureau of financial management		(1 129 000)	(1 129 000)	Grants management has been transferred from BFM to BSP. Consequently, BSP will be in charge of the overall administration of donor agreements, ensuring end-to-end process from the signing of agreements through to closure of projects, as well as donor and management reporting.
II.B	Strategic planning		1 129 000	1 129 000	
II.B	Strategic planning		(889 400)	(889 400)	Budget management functions which were previously under BSP has been transferred to the Sector for ADM. In this regard ADM would be responsible for costing, financial envelope construction, budget monitoring and reporting, analysis of differences between standard and actual costs, cost recovery and budget control.
II.B	Bureau of financial management		889 400	889 400	

In addition to the above adjustments, transfers of various posts at the same grade were made in accordance with the rationalization of the organizational structure. These changes are also reflected as comparative transfers.

T0036

Once a comparable basis is established, the differences between the 39 C/5 Approved as adjusted and the Draft 40 C/5 can be analyzed appropriation line by appropriation line. Generally such differences can be categorized as either:

- cost increases / (decreases) arising from inflation, statutory increases and technical adjustments, which are general referred to as "Recosting";
- Increases / (decreases) due to changes in the lapse factor rate. In the 40 C/5 no change in the lapse factor is proposed and therefore variations due to this factor is zero; and
- Increases / (Decreases) in real terms.

T0037 **Table 2** above under paragraph T0034 provides a detailed breakdown of these variances by main budget line. It shows that in the \$518 million scenario, the total increases due to recosting (inflation, statutory increases and technical adjustments) amounted to approximately \$17 million was fully offset by a net decrease in real terms of the same amount. In the \$523.6 million, the \$5.6 million reinforcement between the two scenarios was fully dedicated to providing an additional \$4.6 million to cover the increase in the “Resident Coordinator cost sharing arrangements” and the \$1.4 million for the loan for the Renovation of the Miollis building (which assumes a repayment period of 20 years). In the \$534.6 million scenario, the vast majority (\$8.1 million – 74%) of the \$11 million increase between the \$523.6 million and \$534.6 million scenarios went to reinforce Part II A – Programmes, and \$2.1 million went to provide some investment funds to support the HR Strategy and Administrative reform.

T0038 The following section outlines the methodology used to determine the increases arising from inflation, statutory increases and technical adjustments.

Treatment of statutory and other cost increases for the Draft 40 C/5

(Recosting and Provision for Anticipated Cost Increases)

T0039 The Draft 40 C/5 was prepared in accordance with 39 C/Resolution 88 which, inter alia, invited the “Director-General, when preparing the Budget for 2020-2021 (40 C/5), to continue applying the same budgeting techniques while introducing any improvement as considered necessary, especially in light of the integrated budget framework and with regard to the constant dollar principle”.

Recosting (for Parts I-IV)

T0040 Various elements have been analyzed and taken into account in the “**recosting**” exercise in order to calculate the increases that have already occurred or are expected to occur in the current biennium (2018-2019).

- (i) Evolution of the “within-grade step” of all staff members foreseen by the end of the present biennium;
- (ii) The latest scale of base salary (base salary scale effective January 2018 for the Professional and higher categories, and September 2017 for the General Service category), as well as the available information on the future evolution of these scales;
- (iii) Post adjustment classifications for Professional staff at Headquarters and field duty stations based on the most up-to-date indices of up to June 2018;
- (iv) The latest scale of pensionable remuneration (effective February 2018 for the Professional and higher categories, and September 2017 for the General Service category) and the available information on the future evolution of these scales;
- (v) The principles concerning the Organization’s contribution to the Medical Benefits Fund in place since January 2012, and the actual trends of the Organization’s contributions over the recent biennium;
- (vi) Updated conditions for other allowances (spouse allowance, child allowance, education grant, assignment grant, housing subsidy, mobility/hardship allowance, statutory travel, etc.), together with the expenditure patterns of recent years;

- (vii) As to the calculation of separation payment under the regular budget to be included in this recosting exercise, only a minimum estimate related to the staff members anticipated to reach their statutory age of retirement during 2020-2021 have been taken into account;
- (viii) Any other reliable information on the future statutory increases foreseen to come into effect by the end of the present biennium with regard to base salary scales, post adjustment indices, pensionable remuneration scales and other staff entitlements;
- (ix) Furthermore, in accordance with 37 C/Resolution 85 paragraph 3, a provision is foreseen for the After-Service Health Insurance (ASHI) long-term liability in a separate appropriation line under the regular budget. This amount corresponds to 1% of the regular programme staff cost budget (excluding the Reserve for Staff Adjustments and Parts IV and V);
- (x) Consistent with the methodology used in the 39 C/5 Approved, and in line with good business practice, the staff costs also includes a provision for separation payments and for replacement of maternity leaves which are statutory obligations.

T0041

Price increases for **goods and services (operational costs)** have been estimated on the basis of information obtained from the following sources:

- (i) An analysis of the expenditure trends of the previous and current biennia;
- (ii) Economic and statistical indicators published by the National Institute of Statistic and Economic Studies (INSEE France) as at May 2018, and
- (iii) Inflation statistics published by the International Monetary Fund (IMF) as at May 2018.

Technical adjustments

T0042

In addition to the aforementioned statutory and inflationary requirements, there are other elements in the approved budget (especially under the regular budget) which give rise to cost variances that are beyond the Organization's control. For such elements, the Secretariat analysed the invoices received, all available information for future invoices, expenditure trends and other concrete factors to determine the additional requirements. In order to reevaluate the budget base for the 40 C/5, these items are presented as "technical adjustments", which is consistent with the approach used in preparing the 39 C/5 budget.

Technical Adjustment Items	Additional Requirements (US \$ thousand)
	(As per the Preliminary Proposal 205 EX/15)
• Field Security Costs	1 695
• Contributions to the United Nations Department of Safety and Security (UNDSS) & Malicious Act Insurance Policy (MAIP)	365
• United Nations Resident Coordinator (cost sharing mechanism)	4 571
• Belmont Plan Loan repayment, IBE Loan Repayment and new loan for Miollis renovation (which assumes a repayment period of 20 years)	(7 439)
Technical Adjustments	(808)

- T0043** We should note that any savings generated under these items were redeployed to reinforce other priority areas particularly the Programmes and the field offices.
- T0044** Based on these elements, the global recosting requirement for the Draft 40 C/5 for Parts I-IV amounts to approximately \$17 million, which translates into an overall average annual increase of 1.6%.
- T0045** **Table 4** below highlights the recosting requirements and technical adjustments for 2018-2019, for staff and operational costs by main item of expenditure category.

Table 3 – Recosting and technical adjustments for the Appropriated Regular Programme Budget of the Draft 40 C/5

(in US\$'000)

Item of expenditure	39 C/5 Approved as adjusted	Recosting (inflation, statutory increases, and technical adjustments)	Average annual percentage of recosting	39 C/5 recosted	Increase / (Decrease) in real terms	Draft 40 C/5 - RP \$518M Scenario	Reinforcement	Draft 40 C/5 - RP \$523.6M Scenario	Reinforcement	Draft 40 C/5 - RP \$534.6M Scenario
	\$	\$	%	\$	\$	\$	\$	\$	\$	\$
Parts I-III										
(a) Staff salaries and allowances¹										
Net remuneration	227 373	3 989	1	231 362	2 207	233 569	–	233 569	739	234 308
Contribution to the Pension Fund	48 923	2 568	3	51 490	725	52 215	–	52 215	166	52 381
Contribution to the Medical Benefits Fund	10 191	(81)	(0)	10 110	(50)	10 059	–	10 059	33	10 092
Other allowances : <i>(family allowance, mobility and hardship allowance, field network reform recurrent costs, education grant, language allowance, home leave, etc.)</i>	33 870	204	0	34 074	1 562	35 636	–	35 636	111	35 747
Reserve for Staffing Adjustments	–	–		–	1 000	1 000	–	1 000	–	1 000
Reserve for After Service Health Insurance longterm liability (ASHI)	3 282	(12)	(0)	3 270	44	3 315	–	3 315	11	3 325
Total, Staff costs	323 638	6 668	1.0	330 306	5 488	335 794	–	335 794	1 059	336 853
(b) Operational Budget	158 352	6 184	1.9	164 537	(11 397)	153 140	–	153 140	9 422	162 562
(c) Technical Adjustments										
Part I.C – Field Security Costs	10 687	1 695	7.6	12 381	–	12 381	–	12 381	–	12 381
Part I.C – Contributions to the United Nations Department of Safety and Security (UNDSS) & Malicious Act Insurance Policy (MAIP)	3 854	365	4.6	4 219	(250)	3 969	–	3 969	–	3 969
Part I.C – UN Resident Coordinator (cost sharing mechanism)	4 571	4 571	41.4	9 143	(4 571)	4 571	4 571	9 143	–	9 143
Part II.A – Field Network Reform	–	–		–	–	–	–	–	500	500
Part IV – Loan Repayments for the Renovation of the Headquarters Premises & the IBE Building	12 186	(7 439)	(37.6)	4 747	(1 381)	3 366	1 381	4 747	–	4 747
Total, Technical Adjustments	31 298	(808)	(1.3)	30 490	(6 202)	24 288	5 952	30 240	500	30 740
Total, Goods and services & Technical Adjustments, (b) + (c)	189 650	5 377	1.4	195 027	(17 599)	177 428	5 952	183 380	9 922	193 303
Total Parts I - IV	513 288	12 044	1.2	525 333	(12 111)	513 222	5 952	519 175	10 981	530 156
Part V – Anticipated cost increases and contingencies	4 712	4 603	40.6	9 314	(4 536)	4 778	(305)	4 473	19	4 491
TOTAL	518 000	16 647	1.6	534 647	(16 647)	518 000	5 647	523 647	11 000	534 647

1. Staff salaries and allowances for personnel can also be broken down into Headquarters, Field, Reserve for Staffing Adjustments and the Reserve for ASHI, as follows:

(in US\$'000)

HQ / Field	39 C/5 Approved as adjusted	Recosting (inflation, statutory increases, and technical adjustments)	Average annual percentage of recosting	39 C/5 recosted	40 C/5 Increase / (Decrease) in real terms	Draft 40 C/5 - RP \$518M Scenario	Reinforcement	Draft 40 C/5 - RP \$523.6M Scenario	Reinforcement	Draft 40 C/5 - RP \$534.6M Scenario
	\$	\$	%	\$	\$	\$	\$	\$	\$	\$
Personnel costs:										
Headquarters	210 756	428	0.1	211 184	(1 830)	209 354	–	209 354	736	210 090
Field	109 600	6 251	2.8	115 852	6 274	122 125	–	122 125	312	122 438
Reserve for Staffing Adjustments	–	–		–	1 000	1 000	–	1 000	–	1 000
Reserve for After Service Health Insurance longterm liability (ASHI)	3 282	(12)	(0.2)	3 270	44	3 315	–	3 315	11	3 325
Total, Staff costs	323 638	6 668	1.0	330 306	5 488	335 794	–	335 794	1 059	336 853

Totals may not sum exactly due to rounding.

Anticipated cost increases and contingencies for 2020-2021 (Part V)

T0046 As mentioned previously, the recosted Budget Base (Parts I-IV) for the Draft 40 C/5 is calculated using the expected price level as at the beginning of January 2020. The cost increases related to inflation and statutory factors which are expected to occur during the course of the 2020-2021 biennium are shown separately under Part V of the budget. The transfer of funds from Part V to other appropriation lines to cover such cost increases is subject to the prior approval by Executive Board.

T0047 As was the case in previous biennia, in the final stage of preparing the Draft C/5, the provision for Part V is often reduced to a minimum amount, in order to be able to reinforce the programmes and provide additional funding for other priority areas. The Secretariat nonetheless tries to maintain a sufficient amount to cover the anticipated statutory increases for staff costs. Given that the budgets for a number of sectors / services have been consistently squeezed over several biennia, the Secretariat also considered it to be financially prudent to include a small provision for Contingencies within Part V in order to cover additional requirements that may arise during the biennium. In this regard, in the Draft 40 C/5, a provision of \$4.8 million is proposed for Part V under the \$507 and \$518 million scenarios and \$4.5 million under the \$523.6 million and \$534.6 million scenarios, respectively. It should be noted that Part V is lower under the \$523.6 million and \$534.6 million scenarios, in order to accommodate the increase for the Resident Coordinator fees and the new loan for the renovation of the Miollis building. The provisions for Part V proposed in the 40 C/5 is generally in line with (if not slightly lower) than the amount approved in the 39 C/5 (\$4.7 million).

T0048 **Table 4** below provides an indicative breakdown of the Anticipated Cost Increases and Contingencies for 2020-2021 for staff and operational costs funded by the Appropriated Regular Programme Budget.

Table 4 – Anticipated cost increases and contingencies for 2020-2021 (Part V)

(Appropriated Regular Programme Budget)

(in US\$'000)

Item of expenditure	40 C/5 Parts I-IV	Anticipated cost increases and contingencies in 2020-2021 (RP \$518M Scenario)				Reinforce- ment / (Decrease)	Draft 40 C/5 – RP \$523.6M Scenario		Reinforcement / (Decrease)	Draft 40 C/5 – RP \$534.6M Scenario	
		HQ	Field	Total							
	\$	\$	\$	\$	%	\$	\$	%	\$	\$	%
a) Staff salaries and allowances											
Net remuneration	233 569	1 143	1 284	2 427	1.0	–	2 427	1.0	–	2 427	1.0
Contribution to the Pension Fund	52 215	886	377	1 263	2.4	–	1 263	2.4	–	1 263	2.4
Contribution to the Medical Benefits Fund	10 059	47	63	110	1.1	–	110	1.1	–	110	1.1
Other allowances : (family allowance, mobility and hardship allowance, field network reform recurrent costs, education grant, language allowance, home leave, etc.)	35 636	110	291	400	1.1	–	400	1.1	–	400	1.1
Reserve for Staffing Adjustments	1 000	–	–	–	–	–	–	–	–	–	–
Reserve for After Service Health Insurance longterm liability (ASHI)	3 315	–	–	–	–	–	–	–	–	–	–
Subtotal, Staff Costs	335 794	2 186	2 014	4 200	1.3	–	4 200	1.3	–	4 200	1.3
b) Goods and services (operational budgets) – Overall	177 428	301	277	578	0.3	(305)	273	0.2	19	291	0.2
GRAND TOTAL	513 222	2 487	2 291	4 778	0.9	(305)	4 473	0.9	19	4 491	0.9

Totals may not sum exactly due to rounding.

Appendix 1

Lapse Factor of 3% applied to Draft 40 C/5

I. Vacancy rate forecast

1. The lapse factor corresponds to a reduction in the overall regular budget staff costs which takes into account anticipated post vacancy due to staff turnover and recruitment delays. In order to determine a realistic and manageable level of the lapse factor, a projection of the future staff vacancy rate for the 2020-2021 biennium has been made. The “vacancy rate” in this forecast is expressed in terms of number of posts. Also, in order to enable a deeper analysis, the vacancy rate forecast was conducted by different category of posts and by Headquarters and Field.
2. The forecast depends on a combination of various assumptions (parameters) such as the frequency of post abolition, recruitment speed and timeframe, possibility of internal or external recruitment, unplanned separations, impact of the staff mobility exercise, etc. The projection has been submitted to several sensitivity analyses to further assess its reliability, and to grasp the range of vacancy rates in function of the variation in the assumptions.
3. The following presents the forecast of global vacancy rates (in terms of number of posts) resulting from this analysis:

	Average 2019	Average 2020	Average 2021
HQ	7.6%	7.4%	7.5%
Field	8.7%	7.3%	7.6%
HQ and Field	8.0%	7.4%	7.5%

II. Vacancy rate in terms of costs

4. Given the fact that the Lapse Factor relates to the budgetary vacancy in terms of dollar amount, the above vacancy rates forecast becomes a better reference if they are interpreted into costs instead of number of posts. This interpretation was done by weighting the forecasted number of vacant posts under the different category of posts (i.e., director posts, professional posts, general service posts, Headquarters or Field) by their average costs.
5. As a result, the forecast of vacancy rates weighted by the costs (i.e., vacancy rate in terms of costs) comes out as follows:

Forecast of vacancy rate in terms of costs

	Average 2019	Average 2020	Average 2021
HQ	7.5%	7.8%	8.1%
Field	10.1%	10.0%	10.3%
HQ and Field	8.4%	8.5%	8.9%

6. The vacancy rates in terms of costs turn out to be higher than those in terms of number of posts. This is because the anticipated vacant posts tend to exist more under the higher category of posts which are more costly. From the above, **the average vacancy rate for the biennium 2020-2021 can be estimated to be around 8.7%.**

III. Lapse Factor applicable to 40 C/5 (2020-2021)

7. The Lapse Factor to be applied to the staff costs budget corresponds to a potential budget reduction due to anticipated turnover and recruitment delays. It should not be interpreted as equal to the actual vacancy rate observed at a certain time. It represents rather an estimate of the budgetary savings arising from vacant posts **after taking into account the needs for hiring temporary assistance to cover the function of the vacant posts**. In this sense, the Lapse Factor should be based on a “managerial” decision deriving from the anticipated vacancy rate, after considering the needs for temporary assistance. Therefore, once the Lapse Factor is determined, the organization should make every effort to monitor and control the staff cost expenditure (in particular, the usage of vacant post savings for hiring temporary assistance) in order to respect the reduced staff cost ceiling. A central function is in place for this purpose.
8. Once the forecast of the vacancy rate is made, the key factor in determining a realistic and appropriate Lapse Factor is therefore the level of needs to hire temporary assistance to cover the work of vacant posts.
9. In this regard, on the one hand, the organization needs to ensure that the programme implementation should not be hindered by posts becoming vacant, especially within the programme sectors where replacement by temporary assistance is very important and highly demanded. On the other hand, vacant posts should be processed for recruitment as soon as possible so that regular staff will be undertaking the work. Furthermore, under the current financial situation the organization is required constantly to identify budgetary savings wherever possible (especially under staff costs) in order to redeploy resources to high priority areas. All these factors need to be taken into consideration when determining the Lapse Factor.
10. The Secretariat has taken note that the sectors/bureaux have increasing demand for a maximum possibility to hire temporary assistance whenever posts became vacant. Given the overall vacancy rate forecast of 8.7%, a lapse factor of 3% is considered appropriate and reasonable. This theoretically implies that about 34% ($3 / 8.7$) of the vacancy saving will need to be maintained non-used while 66% could be used for temporary assistance. In reality, the vacancy saving will be managed carefully in order to respect the lapse factor, at the same time making efforts to meet the needs of the sectors/bureaux for hiring temporary assistance.
11. Based on the above analyses, the Director-General proposes a Lapse Factor of 3% to be applied to the 40 C/5, i.e., the same level as in the 39 C/5. The staff cost budget under the Draft 40 C/5 regular budget is thus globally reduced by 3% from the full costs based on the standard costs.

Appendix 2

Regular budget exchange rate for Draft 40 C/5 (US\$1 = 0.869 euro)

I. Background

1. While UNESCO's budget and expenditure are presented in US dollar, a large share of its expenditure is incurred in euro. With regard to the regular budget, the estimate for the euro based budget has been converted into US dollar through a fixed exchange rate, i.e., constant dollar rate which is adopted by the General Conference each biennium. Today, for the purpose of budget monitoring, the expenditures incurred in euro are reported by converting them into US dollar through this same constant dollar rate. The application of the same dollar/euro exchange rate (i.e., constant dollar rate) to both the budget and the expenditure has enabled the Organization to manage the budget execution without exchange gains or loss impact on the budget during the course of the biennium. It is to be noted that this constant dollar mechanism has been applied only to the regular budget, and the constant dollar rate has been approved at the same rate of US\$1 = 0.869 euro for the past many biennia.
2. In 38 C/6 Add Part II related to the preparation of the 38 C/5, the Executive Board recommended to the General Conference to maintain the constant dollar mechanism, but requested the Director-General **to prepare the 39 C/5 by using the United Nations operational rate of exchange (UNORE) prevailing at the time of preparation of that document**, thereby ensuring the closest possible alignment of the constant dollar rate to the actual rate.
3. However, it was also decided subsequently that an integrated budget framework be introduced for the 39 C/5. In view of the need for methodological consistency between the regular budget and extrabudgetary funds under the future integrated budget framework, the Secretariat proposed to review carefully the rationale of the constant dollar mechanism, and to provide Member States with concrete proposals at the time of preparing the Draft 39 C/5. (Ref: 200 EX/Decision 13.III.)
4. For the 39 C/5, several important factors were taken into consideration:
 - **Consistency among all funds in the methods of costing, planning and reporting:** Now that UNESCO's budget presentation is under an integrated budget framework, which comprises not only the regular budget but also other sources of funds, there is a need to review the current system whereby a fixed exchange rate is applied to the regular budget while the other funds are planned and reported on the basis of the fluctuating exchange rates (United Nations operational rate of exchange, UNORE).
 - **Measures for managing foreign exchange differences:** The foreign exchange exposure of the regular budget is managed through the split assessment mechanism that matches the euro and dollar income from assessed contributions as closely as possible to UNESCO's expenditures in euro and dollar. Due to the constant dollar mechanism, managing of the regular budget so far did not require special measures to deal with exchange differences in the budget execution as the differences are managed through the general reserves of the organization. Discontinuing the constant dollar mechanism would not have any significant impact on the management of foreign exchange risks at a global level as such risks are dealt with by the split assessment mechanism. However, there will need to be a mechanism to manage exchange differences under the regular budget rather than through the general reserves of the organization, especially in view of the budget appropriation defined at the level of sectors/bureaux.
 - **Advantage of the current option:** The option recommended by the Executive Board was to revise the constant dollar rate as necessary each biennium. This method would mean that the constant dollar mechanism itself would be maintained for the regular budget but the rate would be revised each biennium

so as to align it as close as possible to the exchange rate which would prevail during the biennium. This would mitigate the risk of having a too large gap between the two exchange rates used for the regular budget and for other funds (which was the case in the past, especially between 2007 and 2014).

- **Actual evolution of the euro/\$ exchange rate:** In reviewing the matter, especially in order to assess the practicality and the advantage of the option mentioned above, it was also useful to examine the actual evolution of the euro/\$ exchange rates over the past period.

- **Timeliness for introducing a new scheme:** The mechanism for dealing with the \$/euro exchange rate plays a considerable role in the budget planning and its reporting, and any change (for example, its discontinuation) would require a careful and detailed presentation in order to clarify the transition. Such transition would be relatively easier if all the other factors were unchanged at the time of introducing a new scheme for the exchange rate. However, the preparation of Draft 39 C/5 happened to be a particular phase, where it involved the introduction of an integrated budget framework entailing a fundamental change in the budgeting concept. Additional burden of introducing a new scheme for exchange rate at that same time needed to be prudently assessed.

5. Based on the above, the Secretariat proposed to maintain the constant dollar mechanism for the 39 C/5, and also to maintain the exchange rate of \$1=0.869€ without changing it. It was also intended to undertake an in-depth examination of what should be the long-term solution for this matter. Through the analysis of the past evolution of the UNORE (i.e. market fluctuating exchange rate), it was understood that, compared with the majority of the past period, the exchange rate was floating just above 0.869 (constant dollar rate) since 2015. Now that the UNORE was relatively close to the constant dollar rate of 0.869 for almost 2 years, the Secretariat considered that maintaining the rate at 0.869 for the 39 C/5 should not constitute a substantial problem in reality.

II. Proposal for the 40 C/5

6. The recent decisions of the governing bodies related to this issue and for the preparation of the 40 C/5 are the following:

- **39 C/Resolution 88**, para 3 (Nov. 2017)

“Invites the Director-General, when preparing the Budget for 2020-2021 (40 C/5), to continue applying the same budgeting techniques while introducing any improvement as considered necessary, especially in light of the integrated budget framework and with regard to the constant dollar principle.”

- **205 EX/Decision 15**, para 15 (Oct. 2018)

“Further requests the Director-General to ensure that any change in the budgeting techniques that may be required for the preparation of document 40 C/5 be explained in draft document 40 C/5, notably with regard to the anticipated changes to the constant dollar mechanism.”

Based on these decisions, the Secretariat’s initial intention was to bring in the following changes for the Draft 40 C/5:

- The regular budget will be prepared **based on the UNORE prevailing at the time of the 40 C/5 preparation (January or February 2019)**. This exchange rate will be referred to as “budget exchange rate” and will be revised each biennium in the future. This is in line with the recommendation of the Executive Board (as well as of the External Auditor), as mentioned in paragraph 2 above.
- Expenditure incurred under the regular budget in Euro will be recorded and reported in USD based on the monthly UNORE (instead of the budget rate).

7. The implications of this new approach would be that :

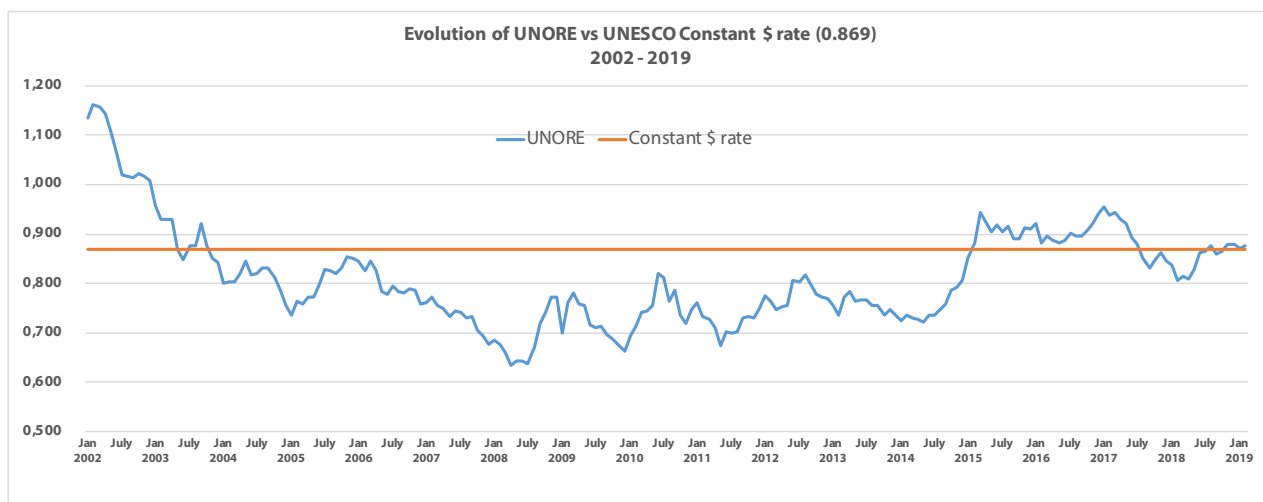
- **the total regular budget amount will change depending on the “budget exchange rate” to be applied, as the portion expected to be incurred in Euro (estimate at 45%) will be shown in USD in different amounts depending on the budget rate.**
- the difference between UNORE as compared to constant dollar would result in exchange gain or loss as reflected in the actual expenditures.

With regard to the total amount of the regular budget, it should be recalled that the reference of \$507 million, \$518 million, \$523.6 million and \$534.6 million was based on the exchange rate of \$1=0.869€. If the **UNORE of February 2019, i.e., 0.876** (instead of 0.869) were applied to the Euro portion of the budget, the resulting change in the total regular budget amounts is very small, i.e., \$1.8 million or 0.3% of the total regular budget. This change however, would generate changes in the regular budget amounts under almost all of the sectors/bureaux and under almost all Expected Results.

8. However, it is important to note that, even if the budget amounts expressed in USD change depending on the exchange rate, the purchasing power of the Organization (and of the sectors/bureaux) does not change in theory as they carry the same budget in USD and the same budget in Euro. It is simply that the Euro portion is interpreted into USD through a different \$/€ exchange rate. Similarly, the application of a different exchange rate to the regular budget does not impact the level of the assessment to Member States as the assessment is made through the USD and Euro split level assessment mechanism.

9. The Secretariat has therefore examined carefully whether it is timely or appropriate to introduce the above mentioned changes for the Draft 40 C/5. The most important factors that were taken into consideration are the following:

- The Draft 40 C/5 presents 4 budget scenarios. All the budget amounts under the regular budget (for each sector/bureau, for each Expected Result, for activity and staff) would change, thus all the budget information would need to present two sets of figures or tables corresponding to the old exchange rate and the new exchange rate.
- The February 2019 UNORE rate of 0.876 is very close to the current constant rate of 0.869. The January 2019 rate was even closer, i.e., 0.871. Both rates are within 1% variance from the old rate.
- The Secretariat felt it important to recall the objective (or the spirit) of the intended change in the mechanism, which is to try to apply an exchange rate which can be expected to be close to the real rates once the future biennium starts. Matching the rate exactly to the UNORE of the current months (January of February 2019) does not guarantee that this rate will be the one that will be prevailing during 2020-2021. (In any case, the prevailing exchange rate in 2020-2021 will most likely be different from the current UNORE.)
- It would be also worthwhile to recall that the request for revising the exchange rate came at the time when the actual rate (UNORE) deviated considerably from the traditional constant dollar rate of 0.869. The fact is that since 2015 the UNORE has been oscillating very close to \$1=0.869 euro level, especially in the recent months. Consequently, there is less of a need to revise the constant rate today. The historical evolution of the UNORE vis-à-vis the constant rate of 0.869 is shown in the chart below.



10. The Secretariat reviewed more recent exchange rate trends, in an effort to ensure a sufficient alignment between the budget exchange rate and the future UNORE. This assessment showed however, that the current constant dollar rate is practically at the same level as the UNORE of January and February 2019. The change (from 0.869 to 0.879) is minor at 0.36% and therefore does not warrant the change of the budget rate. The Secretariat therefore proposes to maintain the exchange rate of \$1=0.869€ for the 40 C/5.
11. For the future budgeting exercises, the Secretariat intends to continue reviewing the constant dollar rate based on the UNORE at the time of preparing the budget. However, as a good practice, it is proposed that the constant dollar rate be changed only if the new UNORE at that of drafting the new C/5 is different from the old exchange rate by more than 3%. This kind of condition would help avoiding unnecessary complication in the presentation of the C/5.
12. Application of UNORE for the budgeting and recording of expenditure under the Regular Programme budget would result in actual expenditure being higher or lower than budget based on the exchange movement during the course of the biennium, particularly for staff cost since activity budgets would need to be managed within the budget envelope.
13. A system generated report will need to be developed to track the actual costs vs budget using constant dollar to determine the extent to which the higher/lower costs are due to exchange differences. Any additional variances can be attributed to difference in actual cost as compared to the standard cost, as is the case currently. This change in constant dollar, however, would be subject to availability of a report and the Secretariat would explore the possibility of putting such a system in place. In absence of any such system, the current practice of using constant dollar for expenditure control and budget reporting would continue.

Appendix 3

Simulation for the assessment to Member States for the 40 C/5

Assessed contribution of \$507 million and \$523.6 million

Member States (by descending assessment amount)		UNESCO scale 2019 in %	39 C/5 Total Assessment 2018-2019 (*) in \$	40 C/5			
				Scenario \$518M		Scenario \$534.6M	
				Assessment of \$507 000 000	Var. vs 39 C/5 in \$	Assessment of \$523 600 000	Var. vs 39 C/5 in \$
1	China	15.493	65 097 309	78 549 510	13 452 201	81 121 348	16 024 039
2	Japan	11.052	59 592 899	56 033 640	(3 559 259)	57 868 272	(1 724 627)
3	Germany	7.860	40 766 796	39 850 200	(916 596)	41 154 960	388 164
4	France	5.713	30 333 724	28 964 910	(1 368 814)	29 913 268	(420 456)
5	United Kingdom of Great Britain and Northern Ireland	5.894	29 499 196	29 882 580	383 384	30 860 984	1 361 788
6	Italy	4.268	23 046 615	21 638 760	(1 407 855)	22 347 248	(699 367)
7	Brazil	3.805	22 118 868	19 291 350	(2 827 518)	19 922 980	(2 195 888)
8	Canada	3.528	18 472 291	17 886 960	(585 331)	18 472 608	317
9	Russian Federation	3.104	17 943 698	15 737 280	(2 206 418)	16 252 544	(1 691 154)
10	Spain	2.770	14 991 864	14 043 900	(947 964)	14 503 720	(488 144)
11	Australia	2.852	14 853 453	14 459 640	(393 813)	14 933 072	79 619
12	Republic of Korea	2.926	14 067 899	14 834 820	766 921	15 320 536	1 252 637
13	Netherlands	1.750	9 270 886	8 872 500	(398 386)	9 163 000	(107 886)
14	Mexico	1.667	8 907 220	8 451 690	(455 530)	8 728 412	(178 808)
15	Turkey	1.769	7 804 046	8 968 830	1 164 784	9 262 484	1 458 438
16	Saudi Arabia	1.513	7 573 605	7 670 910	97 305	7 922 068	348 463
17	Switzerland	1.485	7 483 101	7 528 950	45 849	7 775 460	292 359
18	Sweden	1.169	6 082 020	5 926 830	(155 190)	6 120 884	38 864
19	Argentina	1.181	5 903 452	5 987 670	84 218	6 183 716	280 264
20	Belgium	1.060	5 574 145	5 374 200	(199 945)	5 550 160	(23 985)
21	Poland	1.035	5 367 168	5 247 450	(119 718)	5 419 260	52 092
22	Norway	0.973	5 236 264	4 933 110	(303 154)	5 094 628	(141 636)
23	India	1.076	5 131 448	5 455 320	323 872	5 633 936	502 488
24	Austria	0.874	4 564 345	4 431 180	(133 165)	4 576 264	11 919
25	Venezuela, Bolivarian Republic of	0.940	4 245 016	4 765 800	520 784	4 921 840	676 824
26	United Arab Emirates	0.795	3 985 525	4 030 650	45 125	4 162 620	177 095
27	Denmark	0.715	3 717 612	3 625 050	(92 562)	3 743 740	26 128
28	Indonesia	0.701	3 420 955	3 554 070	133 115	3 670 436	249 481
29	Singapore	0.626	3 044 900	3 173 820	128 920	3 277 736	232 836
30	Finland	0.543	2 864 074	2 753 010	(111 064)	2 843 148	(20 926)
31	Iran, Islamic Republic of	0.514	2 839 602	2 605 980	(233 622)	2 691 304	(148 298)
32	Greece	0.472	2 733 231	2 393 040	(340 191)	2 471 392	(261 839)
33	Chile	0.525	2 632 382	2 661 750	29 368	2 748 900	116 518
34	Portugal	0.452	2 424 642	2 291 640	(133 002)	2 366 672	(57 970)
35	Ireland	0.479	2 306 919	2 428 530	121 611	2 508 044	201 125
36	Malaysia	0.440	2 165 700	2 230 800	65 100	2 303 840	138 140
37	Czechia	0.401	2 138 757	2 033 070	(105 687)	2 099 636	(39 121)
38	South Africa	0.351	2 077 424	1 779 570	(297 854)	1 837 836	(239 588)
39	Colombia	0.372	1 993 480	1 886 040	(107 440)	1 947 792	(45 688)
40	Thailand	0.396	1 953 048	2 007 720	54 672	2 073 456	120 408
41	New Zealand	0.376	1 827 300	1 906 320	79 020	1 968 736	141 436
42	Qatar	0.364	1 800 173	1 845 480	45 307	1 905 904	105 731
43	Kuwait	0.325	1 753 640	1 647 750	(105 890)	1 701 700	(51 940)
44	Nigeria	0.323	1 500 434	1 637 610	137 176	1 691 228	190 794
45	Romania	0.256	1 249 121	1 297 920	48 799	1 340 416	91 295
46	Philippines	0.265	1 209 880	1 343 550	133 670	1 387 540	177 660
47	Kazakhstan	0.230	1 206 127	1 166 100	(40 027)	1 204 280	(1 847)
48	Hungary	0.266	1 199 353	1 348 620	149 267	1 392 776	193 423
49	Egypt	0.240	1 104 118	1 216 800	112 682	1 256 640	152 522
50	Slovakia	0.197	1 021 334	998 790	(22 544)	1 031 492	10 158

Member States (by descending assessment amount)		UNESCO scale 2019 in %	39 C/5		40 C/5			
			Total Assessment 2018-2019 (*) in \$		Scenario \$518M		Scenario \$534.6M	
					Assessment of \$507 000 000	Var. vs 39 C/5 in \$	Assessment of \$523 600 000	Var. vs 39 C/5 in \$
51	Algeria	0.178	976 478		902 460	(74 018)	932 008	(44 470)
52	Peru	0.196	940 441		993 720	53 279	1 026 256	85 815
53	Iraq	0.167	844 139		846 690	2 551	874 412	30 273
54	Oman	0.148	743 779		750 360	6 581	774 928	31 149
55	Pakistan	0.148	678 479		750 360	71 881	774 928	96 449
56	Croatia	0.099	573 968		501 930	(72 038)	518 364	(55 604)
57	Uruguay	0.112	541 593		567 840	26 247	586 432	44 839
58	Ukraine	0.074	523 712		375 180	(148 532)	387 464	(136 248)
59	Slovenia	0.098	522 461		496 860	(25 601)	513 128	(9 333)
60	Libya	0.039	506 899		197 730	(309 169)	204 204	(302 695)
61	Ecuador	0.103	479 619		522 210	42 591	539 308	59 689
62	Cuba	0.103	473 089		522 210	49 121	539 308	66 219
63	Lithuania	0.092	468 085		466 440	(1 645)	481 712	13 627
64	Viet Nam	0.099	440 103		501 930	61 827	518 364	78 261
65	Luxembourg	0.086	426 769		436 020	9 251	450 296	23 527
66	Morocco	0.071	356 129		359 970	3 841	371 756	15 627
67	Costa Rica	0.080	356 068		405 600	49 532	418 880	62 812
68	Azerbaijan	0.063	355 457		319 410	(36 047)	329 868	(25 589)
69	Belarus	0.063	342 397		319 410	(22 987)	329 868	(12 529)
70	Dominican Republic	0.068	322 411		344 760	22 349	356 048	33 637
71	Latvia	0.061	317 742		309 270	(8 472)	319 396	1 654
72	Bahrain	0.065	308 283		329 550	21 267	340 340	32 057
73	Lebanon	0.061	304 682		309 270	4 588	319 396	14 714
74	Bulgaria	0.059	296 352		299 130	2 778	308 924	12 572
75	Panama	0.058	257 904		294 060	36 156	303 688	45 784
76	Cyprus	0.046	256 897		233 220	(23 677)	240 856	(16 041)
77	Estonia	0.050	250 703		253 500	2 797	261 800	11 097
78	Sri Lanka	0.057	245 576		288 990	43 414	298 452	52 876
79	Trinidad and Tobago	0.052	242 708		263 640	20 932	272 272	29 564
80	Guatemala	0.046	207 922		233 220	25 298	240 856	32 934
81	Serbia	0.036	195 656		182 520	(13 136)	188 496	(7 160)
82	Turkmenistan	0.043	193 794		218 010	24 216	225 148	31 354
83	Uzbekistan	0.041	178 934		207 870	28 936	214 676	35 742
84	Brunei Darussalam	0.032	175 730		162 240	(13 490)	167 552	(8 178)
85	Tunisia	0.032	172 465		162 240	(10 225)	167 552	(4 913)
86	Iceland	0.036	166 271		182 520	16 249	188 496	22 225
87	Kenya	0.031	137 282		157 170	19 888	162 316	25 034
88	Jordan	0.027	133 682		136 890	3 208	141 372	7 690
89	Syrian Arab Republic	0.014	113 817		70 980	(42 837)	73 304	(40 513)
90	Malta	0.022	107 958		111 540	3 582	115 192	7 234
91	Bahamas	0.023	103 961		116 610	12 649	120 428	16 467
92	Gabon	0.019	103 625		96 330	(7 295)	99 484	(4 141)
93	Ghana	0.019	100 360		96 330	(4 030)	99 484	(876)
94	Paraguay	0.021	98 896		106 470	7 574	109 956	11 060
95	Bolivia, Plurinational State of	0.021	92 366		106 470	14 104	109 956	17 590
96	Botswana	0.018	91 298		91 260	(38)	94 248	2 950
97	El Salvador	0.016	86 232		81 120	(5 112)	83 776	(2 456)
98	Equatorial Guinea	0.021	85 836		106 470	20 634	109 956	24 120
99	Bosnia and Herzegovina	0.016	82 967		81 120	(1 847)	83 776	809
100	Cameroon	0.017	75 705		86 190	10 485	89 012	13 307
101	Mauritius	0.014	74 637		70 980	(3 657)	73 304	(1 333)
102	Côte d'Ivoire	0.017	72 440		86 190	13 750	89 012	16 572
103	Monaco	0.014	68 107		70 980	2 873	73 304	5 197
104	Namibia	0.012	63 042		60 840	(2 202)	62 832	(210)
105	Angola	0.010	57 977		50 700	(7 277)	52 360	(5 617)
106	Bangladesh	0.010	57 977		50 700	(7 277)	52 360	(5 617)
107	Ethiopia	0.010	57 977		50 700	(7 277)	52 360	(5 617)
108	Myanmar	0.010	57 977		50 700	(7 277)	52 360	(5 617)
109	Sudan	0.010	57 977		50 700	(7 277)	52 360	(5 617)

			40 C/5			
			39 C/5			
Member States (by descending assessment amount)	UNESCO scale 2019 in %	Total Assessment 2018-2019 (*) in \$	Scenario \$518M		Scenario \$534.6M	
			Assessment of \$507 000 000	Var. vs 39 C/5 in \$	Assessment of \$523 600 000	Var. vs 39 C/5 in \$
110	United Republic of Tanzania	0.010	57 977			
111	Yemen	0.010	57 977			
112	Honduras	0.012	56 512			
113	Jamaica	0.010	54 712			
114	Uganda	0.010	54 712			
115	Albania	0.010	51 447			
116	Democratic Republic of the Congo	0.010	51 447			
117	Georgia	0.010	51 447			
118	Palestine	0.010	48 182			
119	Zambia	0.010	48 182			
120	Papua New Guinea	0.013	45 984			
121	Barbados	0.009	45 649			
122	The former Yugoslav Republic of Macedonia	0.009	45 649			
123	Afghanistan	0.009	42 384			
124	Armenia	0.009	42 384			
125	Nepal	0.009	42 384			
126	Congo	0.008	39 851			
127	Senegal	0.009	39 119			
128	Democratic People's Republic of Korea	0.008	36 586			
129	Andorra	0.006	34 786			
130	Suriname	0.006	34 786			
131	Cambodia	0.008	33 321			
132	Mongolia	0.006	31 521			
133	South Sudan	0.008	30 056			
134	Chad	0.005	28 988			
135	Nicaragua	0.006	28 256			
136	Zimbabwe	0.006	28 256			
137	Montenegro	0.005	25 723			
138	Mozambique	0.005	25 723			
139	Tajikistan	0.005	25 723			
140	Lao People's Democratic Republic	0.006	24 991			
141	Burkina Faso	0.004	23 191			
142	Republic of Moldova	0.004	23 191			
143	Madagascar	0.005	22 458			
144	Mali	0.005	22 458			
145	Benin	0.004	19 926			
146	Fiji	0.004	19 926			
147	Haiti	0.004	19 926			
148	Maldives	0.005	19 193			
149	San Marino	0.003	17 393			
150	Timor-Leste	0.003	17 393			
151	Guinea	0.004	16 661			
152	Rwanda	0.004	16 661			
153	Antigua and Barbuda	0.003	14 128			
154	Eswatini	0.003	14 128			
155	Guyana	0.003	14 128			
156	Kyrgyzstan	0.003	14 128			
157	Malawi	0.003	14 128			
158	Mauritania	0.003	14 128			
159	Niger	0.003	14 128			
160	Seychelles	0.003	10 863			
161	Togo	0.003	10 863			
162	Belize	0.001	5 798			
163	Bhutan	0.001	5 798			
164	Burundi	0.001	5 798			
165	Cabo Verde	0.001	5 798			
166	Central African Republic	0.001	5 798			
167	Comoros	0.001	5 798			
			50 700	(7 277)	52 360	(5 617)
			50 700	(7 277)	52 360	(5 617)
			60 840	4 328	62 832	6 320
			50 700	(4 012)	52 360	(2 352)
			50 700	(4 012)	52 360	(2 352)
			50 700	(747)	52 360	913
			50 700	(747)	52 360	913
			50 700	(747)	52 360	913
			50 700	2 518	52 360	4 178
			50 700	2 518	52 360	4 178
			65 910	19 926	68 068	22 084
			45 630	(19)	47 124	1 475
			45 630	(19)	47 124	1 475
			45 630	3 246	47 124	4 740
			45 630	3 246	47 124	4 740
			45 630	3 246	47 124	4 740
			40 560	709	41 888	2 037
			45 630	6 511	47 124	8 005
			40 560	3 974	41 888	5 302
			30 420	(4 366)	31 416	(3 370)
			30 420	(4 366)	31 416	(3 370)
			40 560	7 239	41 888	8 567
			30 420	(1 101)	31 416	(105)
			40 560	10 504	41 888	11 832
			25 350	(3 638)	26 180	(2 808)
			30 420	2 164	31 416	3 160
			30 420	2 164	31 416	3 160
			25 350	(373)	26 180	457
			25 350	(373)	26 180	457
			25 350	(373)	26 180	457
			30 420	5 429	31 416	6 425
			20 280	(2 911)	20 944	(2 247)
			20 280	(2 911)	20 944	(2 247)
			25 350	2 892	26 180	3 722
			25 350	2 892	26 180	3 722
			20 280	354	20 944	1 018
			20 280	354	20 944	1 018
			25 350	6 157	26 180	6 987
			15 210	(2 183)	15 708	(1 685)
			15 210	(2 183)	15 708	(1 685)
			20 280	3 619	20 944	4 283
			20 280	3 619	20 944	4 283
			15 210	1 082	15 708	1 580
			15 210	1 082	15 708	1 580
			15 210	1 082	15 708	1 580
			15 210	1 082	15 708	1 580
			15 210	4 347	15 708	4 845
			15 210	4 347	15 708	4 845
			5 070	(728)	5 236	(562)
			5 070	(728)	5 236	(562)
			5 070	(728)	5 236	(562)
			5 070	(728)	5 236	(562)
			5 070	(728)	5 236	(562)
			5 070	(728)	5 236	(562)

			40 C/5				
			Scenario \$518M		Scenario \$534.6M		
Member States (by descending assessment amount)		UNESCO scale 2019 in %	Total Assessment 2018-2019 (*) in \$	Assessment of \$507 000 000	Var. vs 39 C/5 in \$	Assessment of \$523 600 000	Var. vs 39 C/5 in \$
168	Cook Islands	0.001	5 798	5 070	(728)	5 236	(562)
169	Djibouti	0.001	5 798	5 070	(728)	5 236	(562)
170	Dominica	0.001	5 798	5 070	(728)	5 236	(562)
171	Eritrea	0.001	5 798	5 070	(728)	5 236	(562)
172	Gambia	0.001	5 798	5 070	(728)	5 236	(562)
173	Grenada	0.001	5 798	5 070	(728)	5 236	(562)
174	Guinea-Bissau	0.001	5 798	5 070	(728)	5 236	(562)
175	Kiribati	0.001	5 798	5 070	(728)	5 236	(562)
176	Lesotho	0.001	5 798	5 070	(728)	5 236	(562)
177	Liberia	0.001	5 798	5 070	(728)	5 236	(562)
178	Marshall Islands	0.001	5 798	5 070	(728)	5 236	(562)
179	Micronesia, Federated States of	0.001	5 798	5 070	(728)	5 236	(562)
180	Nauru	0.001	5 798	5 070	(728)	5 236	(562)
181	Niue	0.001	5 798	5 070	(728)	5 236	(562)
182	Palau	0.001	5 798	5 070	(728)	5 236	(562)
183	Saint Kitts and Nevis	0.001	5 798	5 070	(728)	5 236	(562)
184	Saint Lucia	0.001	5 798	5 070	(728)	5 236	(562)
185	Saint Vincent and the Grenadines	0.001	5 798	5 070	(728)	5 236	(562)
186	Samoa	0.001	5 798	5 070	(728)	5 236	(562)
187	Sao Tome and Principe	0.001	5 798	5 070	(728)	5 236	(562)
188	Sierra Leone	0.001	5 798	5 070	(728)	5 236	(562)
189	Solomon Islands	0.001	5 798	5 070	(728)	5 236	(562)
190	Somalia	0.001	5 798	5 070	(728)	5 236	(562)
191	Tonga	0.001	5 798	5 070	(728)	5 236	(562)
192	Tuvalu	0.001	5 798	5 070	(728)	5 236	(562)
193	Vanuatu	0.001	5 798	5 070	(728)	5 236	(562)
TOTAL		100.000	506 532 100	507 000 000	467 900	523 600 000	17 067 900

(*) excluding 2018 assessment on USA/Israel



United Nations
Educational, Scientific and
Cultural Organization

40 C/5 Draft – CORRIGENDUM 3

VOLUME 2

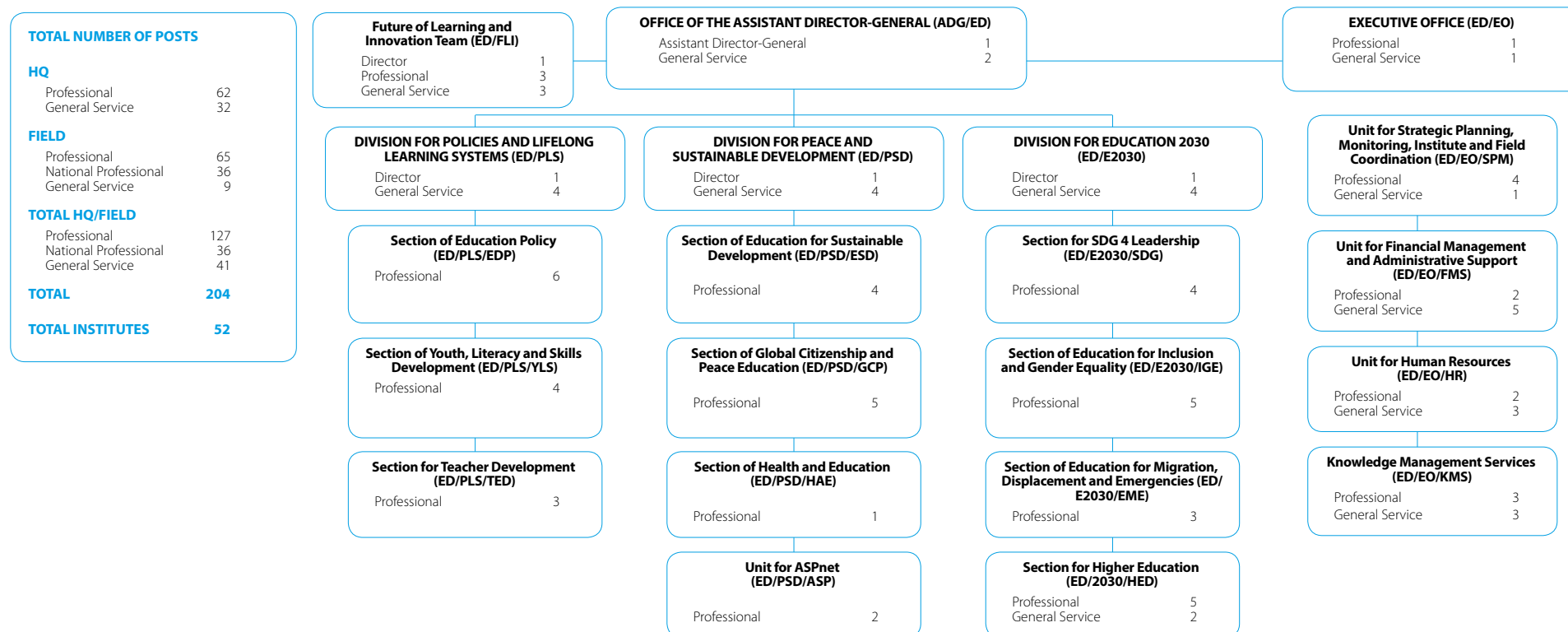
Paris, June 2019
All languages

In Part II.A, the Organizational Chart under Major Programme I - Education should read as follows:

EDUCATION SECTOR (ED)

ORGANIZATIONAL CHART (ESTABLISHED POSTS)

Integrated budget based on the Appropriated regular programme budget of \$507M, \$518M, \$523.6M**



FIELD OFFICES AND REGIONAL EDUCATION INSTITUTES				
AFRICA Professional 20 National Professional 13 General Service 2 International Institute for Capacity-Building in Africa (IICBA), Addis Ababa, Ethiopia Director 1 National Professional 1 General Service 5	ARAB STATES Director 1 Professional 14 National Professional 2 General Service 1	ASIA AND THE PACIFIC Professional 17 National Professional 11 General Service 4 Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP), New Delhi, India Director 1	LATIN AMERICA AND THE CARIBBEAN Professional 9 National Professional 10 General Service 2 International Institute for Higher Education in Latin America and the Caribbean (IESALC), Caracas, Venezuela Director 1 National Professional 1 General Service 2	EUROPE AND NORTH AMERICA Professional 4
GLOBAL EDUCATION INSTITUTES				
International Bureau of Education (IBE), Geneva, Switzerland Director 1 Professional 2 General Service 2	International Institute for Educational Planning (IIEP), Paris, France Director 2 Professional 15 General Service 10	Institute for Information Technologies in Education (IITE), Moscow, Russian Federation Director 1 General Service 1	UNESCO Institute for Lifelong Learning (UIL), Hamburg, Germany Director 1 Professional 3 General Service 2	

**Under the Integrated budget based on the Appropriated regular programme budget of \$534.6M two professional posts would be created, one in the Section of Education Policy and one in the UNESCO Beirut Office.



United Nations
Educational, Scientific and
Cultural Organization

Organisation
des Nations Unies
pour l'éducation,
la science et la culture

Organización
de las Naciones Unidas
para la Educación,
la Ciencia y la Cultura

Организация
Объединенных Наций по
вопросам образования,
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40 C/5 DRAFT – VOLUME 1 and VOLUME 2

CORRIGENDUM 4

OUTLINE

Purpose: The Director-General submits this corrigendum in order to provide clarity on the transfer of funds from the appropriation line of the Reserve for Staffing Adjustments.

Volume 1

Appropriation Resolution

In the appropriation resolution for 2020-2021 for all scenarios, the paragraph elaborating “Budget adjustments and transfers between appropriation lines” will have an additional sub-paragraph (c) which reads as follow:

(c) The Director-General is authorized to make budget transfers from the appropriation line established for the Reserve for Staffing Adjustments without prior approval of the Executive Board.



Job : 201913980



United Nations
Educational, Scientific and
Cultural Organization

2018-2021

40 C/5

**TECHNICAL NOTE
AND ANNEXES**

Second biennium 2020-2021



United Nations
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Cultural Organization

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Technical note on budgeting methodologies used in preparing the Draft Programme and Budget for 2020-2021 (40 C/5)

Background

T001 In documents 205 EX/15 concerning the Preliminary Proposals for the 40 C/5, the Director-General presented:

- (a) estimates of the Zero Real Growth (ZRG) requirements that would be needed to maintain the Organization's purchasing power of the regular budget and of other sources of funds;
- (b) a general description of the methods, techniques and practices that would be applied when preparing the Draft Programme and Budget for 2020-2021.

T002 With regard to the regular budget ZRG estimates, the following factors were noted:

- (a) The additional ZRG requirements needed to maintain the Organization's regular budget purchasing power in the 40 C/5 was estimated at \$16.6 million.
- (b) The Director-General expressed the wish for Member States to consider thus the ZRG level (\$534.6 million) for the regular budget of the 40 C/5,
- (c) She proposed to set aside \$11 million from the unspent 38 C/5 regular budget in order to ease any increase in the 40 C/5 regular budget.

T003 Having examined document 205 EX/15 (Preliminary proposals by the Director-General concerning the Draft 40 C/5), the Executive Board, inter alia:

- (a) *Note[d] that the preliminary budgetary estimates for document 40 C/5 have been calculated using approved budgeting techniques and methodology in accordance with 39 C/Resolution 88; (205 EX/Decision 15.8),*
- (b) *Also request[ed] the Director-General to present to it at its 206th session a draft integrated budget framework comprising a regular budget with options based on four possible budget levels, together with options for funding the difference between them:*
 - (i) *zero nominal growth (ZNG) (assessed contributions of Member States of \$507 million);*
 - (ii) *ZNG plus (\$518 million based on the assessed contributions of Member States of \$507 million);*
 - (iii) *zero real growth (ZRG) (\$523.6 million);*
 - (iv) *ZRG plus (\$534.6 million).*

(205 EX/Decision 15.14)

T004 In addition, based on the Director-General's proposal, the Executive Board decided *to set aside \$11 million of the unspent regular budget funds under the 38 C/5 expenditure plan to be used in the framework of document 40 C/5 (2020-2021) (205 EX/Decision 23).*

T005 In accordance with the aforementioned decisions, the Director-General presents to the Executive Board for its consideration the Draft 40 C/5 (2020-2021), which presents the integrated budget scenarios including the following four regular programme budget levels, along with the proposed options for funding the different scenarios (in brackets)

Option 1: **\$507 million** (funded by assessed contributions of \$507 million);

Option 2: **\$518 million** (funded by assessed contributions of \$507 million plus \$11 million from the 38 C/5 unspent balance);

Option 3: **\$523.6 million** (funded by assessed contributions of \$523.6 million, therefore the difference between this scenario and the \$518 million scenario would be funded by an increase in the level of assessments);

Option 4: **\$534.6 million** (funded by assessed contribution of \$523.6 million plus \$11 million from the 38 C/5 unspent balance).

The decision of Member States to use the \$11 million of unspent funds for the 40 C/5 regular budget means that the key scenarios are the **\$518 million and \$534.6 million scenarios**.

T006 Furthermore, the same budget techniques and methodologies were applied in preparing the Regular Budget component of the Draft 40 C/5 as prescribed in 39 C/Resolution 88. Details of the techniques and assumptions used in preparing the Draft 40 C/5 are provided below in the section entitled "Budgeting techniques used for the Regular Budget".

T007 The Executive Board:

- (a) *Also note[d] that the proposed lapse factor used for the preliminary proposals for document 40 C/5 is 3%, which implies that the budget for staff is reduced by 3% instead of by the full average percentage of vacant posts (currently estimated at 10%) in order to pay for temporary staff; (205 EX/Decision 15 paragraph 9);*
- (b) *Further request[d] the Director-General to ensure that any change in the budgeting techniques that may be required for the preparation of document 40 C/5 be explained in draft document 40 C/5, notably with regard to the anticipated changes to the constant dollar mechanism (205 EX/Decision 15.15).*

In the 40 C/5, the Secretariat does not propose a change with regard to these two items. Consequently, a 3% lapse factor was used in the Draft 40 C/5, as it was considered to be the appropriate level in view of the forecasted vacancy rates. (See **Appendix 1** – Lapse factor applied to Draft 40 C/5 for more details). In addition, the regular budget exchange rate of \$1 = 0.869€ is also retained as it is reasonably close to the current market exchange rates. With regard, to this budget exchange rate, more details are provided in **Appendix 2** – Regular budget exchange rate for Draft 40 C/5 below.

T008 The Executive Board in 205 EX/Decision 15.16, further requested the Director-General, to provide a separate background document on:

- (a) *the new United Nations scale for assessed contributions to be approved by the United Nations General Assembly in December 2018 and adjusted for the UNESCO membership,*
- (b) *the current assessment under document 39 C/5 to enable comparison between the 2018-2019 biennium and the 2020-2021 biennium.*

In this regard, the requested information concerning the revised scale of assessment is provided in **Appendix 3** of this document. .

T009

Further, in 205 EX/Decision 15.6 the Executive Board invited the Director-General when preparing the Draft Programme and Budget for 2020- 2021 (40 C/5) inter alia to:

- “(b) take into consideration the programmes, priorities and commitments of the Organization in the short- and medium-terms, and continue the development of the integrated budget framework while strengthening the capacity for resource mobilization;*
- (c) further strengthen the results framework as regards UNESCO’s normative work, operational activities in the field, among others, such as support for policy development and data collection, and ultimately how UNESCO contributes to the implementation of the 2030 Agenda for Sustainable Development;*
- (d) pursue the robust implementation of global priority Africa, its operational strategy (2014-2021) (37 C/4-C/5-Compl.2) and its six flagship programmes, taking into account alignment with Agenda 2063 of the African Union;*
- (e) continue the development of a budget-tracking mechanism for the two global priorities for the end of 2019, as requested in 202 EX/Decision 19;*
- (f) pursue the reinforcement and the implementation of the Small Island Developing States (SIDS) Action Plan 2016-2021 and its five priorities;*
- (g) pursue the robust implementation of the strengthened measures for gender equality in document 39 C/5, such as the requirement for sex-disaggregated data in all results reports and a budget-tracking mechanism for gender equality;*
- (h) continue improving the implementation of a results-based budgeting (RBB) approach as the methodology for achieving increased budget transparency and accountability;*
- (i) allocate resources in the budget proposal for implementing fully the Human Resources Management Strategy for 2017-2022;”*

T0010

In preparing the 40 C/5, the Secretariat was able to make head-way with regard to certain of these items, mainly by reinforcing the RBB/RBM and IBF processes further. In this regard, the RBB/M exercise used for preparing the 40 C/5 sought to:

- simplify and improve the user-friendliness of the process;
- reinforce the role of the Directors and Heads of Field Offices and the Directors and Responsible officers of the C/5 expected results at Headquarters by requesting them to coordinate the submissions for their offices/divisions/units;

- build on the programmatic elements of the 39 C/5 and improve the monitoring mechanisms for actions in favour of Priority Africa, Priority Gender Equality, SDGs and SIDS in the 40 C/5; and
- provide more clarity concerning the definitions used, particularly concerning the GAP. This was done in an effort to build on lessons learnt and to improve the IBF process and the robustness of the GAP estimates received.

T0011 In part, this was accomplished by simplifying and enhancing the RBB tool further. These enhancements were done with internal resources, at no extra costs to the Organisation. To simplify the process, instead of requesting the implementing units to complete separate forms for each C/5 expected result to which they contribute, the RBB template was revised to request one consolidated submission from each of the main implementing programme units at Headquarters and the Field Offices. The tool was also enhanced to provide for each implementing unit a consolidated extraction of the projects and activities that they were implementing in the 39 C/5 for all sources of funding using the Integrated Budget Framework. Directors and Heads of Units were then asked to provide their budget and programme proposals by expected results for the 40 C/5, bearing in mind the continuity of the programmatic elements from the 39 C/5. Furthermore, in an effort to improve the budget-tracking mechanism for the two global priorities Africa and Gender Equality; the SDGs and SIDS, specific fields were also provided in the template to allow the responsible officers to indicate how their activities contribute to these priority items.

T0012 With regard to 205 EX/Decision 15.6.i, which invites the Director-General to “*allocate resources in the budget proposal for implementing fully the Human Resources Management Strategy for 2017-2022*” we should highlight the following. The HR Strategy spans for several biennia, and therefore the allocations for the 40 C/5, would only pertain to 2020-2021. Furthermore, due to budgetary constraints imposed by a stagnant regular budget (which actually is declining in real terms), the Secretariat was not able to respect this invitation, particularly in the lower scenarios. In the higher scenario of \$534.6 million however, an additional \$689,000 was set aside for training linked to this strategy. The Bureau of Human Resources also included an amount of \$1.97 million in its Gap to cover other costs linked to the HR strategy. In this regard, it was noted that depending on the scenario adopted, certain priority actions such as the effective implementation of a corporate organization-wide learning and development plan, would largely be dependent on the availability of funds.

T0013 With specific regard to the **Integrated budget framework** (205 EX/Decision 15.6.b), a detailed explanation on how the integrated budget framework for the Draft 40 C/5 was constructed is provided under the section “Integrated Budget Framework” below (from paragraph T0019– T0023).

T0014 Some specific information concerning other elements of the Draft 40 C/5 is provided below:

- (a) In 37 C/Resolution 85 paragraph 3, the General Conference envisaged establishing a charge of 1% of total staff costs across all funding sources with effect from 1 January 2016 as funding for the ASHI liability in respect of active staff members. In line with this decision, the Draft 40 C/5 continues this practice and includes a provision of \$3.3 million in a separate appropriation line for the After Service Health Insurance (ASHI) long-term liability, corresponding to 1% of the regular budget staff costs.
- (b) The condition for regular programme **budget transfers** between Appropriation Lines is proposed to be raised to 5% (versus 2% under the 39 C/5). This modality would allow the Director-General to make the necessary transfers and inform the Executive Board at session immediately thereafter. It is proposed, in particular, to provide adequate flexibility to implement activities of an intersectoral nature and restructuring of a minor magnitude. In any event, if such

transfers were to entail an outgoing amount exceeding 5% of the initial appropriated regular programme budget, the Director-General shall obtain prior approval of the Executive Board.

- (c) The “**Provision for staffing adjustments**” has been reactivated, and a budget provision of \$1 million is assigned for this purpose. In the 40 C/5, the Secretariat decided to exclude the “upgrading proposals” from the sectors/services’ submissions and deal with them centrally. In reality, this does not represent an additional item, as previously these upgrading proposals were included in each sector’s budget line in the C/5. For the 40 C/5, the Secretariat has considered that it was more transparent and equitable to deal with these reclassifications centrally and have them funded by a separate budget line. In addition, in an effort to contain costs and provide funding to priority areas such as the programmes and the field, the Secretariat further decided to limit the costs of these reclassifications to only \$1 million (whereas the total upgrading proposals would have been considerably higher). The advantages of this treatment are that:
- *this corresponds better to the Secretariat’s future procedure for upgrading of posts, which are intended to be undertaken in a more centrally coordinated and controlled manner, rather than leaving it to the discretion of the sectors;*
 - *the upgrading of posts and the application of additional costs will therefore be realized in a more fair and transparent manner;*
 - *and HRM is currently elaborating on a better policy for reclassification of posts for this purpose.*

T0015

As a whole, the Draft 40 C/5 represents a budget which is based on the **results-based budgeting (RBB)** process and on an **integrated budget framework**. The former implies that efforts have been made in both the programme and the administrative areas to define the budget in view of the results to be achieved and based on the assessment of requirements needed to achieve such results. The latter element (integrated budget) means that the C/5 encompasses not only the regular budget but all sources of funds, which provides a more comprehensive vision and scope of the Organization’s budget. In this regard, the Secretariat would like to draw the Member States attention on the modalities related to the examination and determination of the level of budget in the future. It should be recalled that, in recognition of the RBB principle in particular, Member States have already taken a decision to eliminate the presentation of the technical estimates (based on inflation and statutory analyses) in future preliminary proposal documents. These technical estimates were commonly referred to as the “zero real growth (ZRG) estimates” (ref: 190 EX/Decision 19 Part II). This decision was based on the understanding that there should be a move away from an inflation-based approach to a results-based approach in determining the future budget level. Moreover, today with the integrated budget framework in place which focuses also on funds mobilization efforts through structured financing dialogues, an emphasis on an inflation-based approach to determine the level of only the regular budget no longer seems to be coherent and effective. In this regard, future discussions on the ceiling of the regular budget should be determined more from a global strategic and programmatic perspective (rather than a pure technical, inflationary perspective), taking into consideration the integrated budget framework.

T0016

Furthermore, the Executive Board, also requested the Director-General in 205 EX/Decision 15.7 to *demonstrate clearly in document 40 C/5 the concrete deliverables and efficiency gains generated by the Invest for Efficient Delivery Plan and the strategic transformation process, notably:*

- (i) *a coherent and sustainable UNESCO field presence;*
- (ii) *the modernization of the core administrative and financial systems and the further development of the UNESCO Transparency Portal in order to truly meet the requirements of the integrated budget framework and the structured financing dialogue;*

- (iii) *operational efficiency measures to achieve a more effective and rational use of resources which would enable the Organization to strengthen its programme delivery.*

T0017 The Secretariat admits that it was difficult to demonstrate these elements at this stage in the Draft 40 C/5. Rather, information on these items are presented to the Executive Board in document 206 EX/5.II. Notably 206 EX/5.II.A provides information about the “Sustainability of the field network”; 206 EX/5.II.C provides an update on the “Invest for efficient delivery” initiatives; and 206 EX/5.II.F provides information about “UNESCO’s Strategic Transformation”. To the extent possible, deliverables linked to these initiatives were incorporated in the 40 C/5. However, due to budgetary constraints associated with a ZNG and ZRG regular budget and the fact that priority had to be given to the programmes, and other areas (e.g. increases in the Resident Coordinator system, etc.), many deliverables had to be included in the GAP of the responsible implementing sector/service and therefore would be dependent on the availability of funds.

T0018 With regards to possible efficiency gains, the following should be noted. Certain initiatives are still ongoing (e.g. the modernization of the core programming and financial systems), while other are still in the consultation stage (e.g. in the field structure). Therefore, it will take time and additional investment before the Secretariat could eventually assess efficiency gains from these projects.

Integrated Budget Framework

T0019 The previous 39 C/5 budget marked a significant phase in that it was based on an **integrated budget framework (IBF)**, i.e., the budget encompassed not only the regular budget (assessed contribution) but also all other sources of funds which contributed to the programme of UNESCO. The integrated budget framework was also intended to serve the Structured Financing Dialogues for the purposes of reinforcing funds mobilization, and therefore included a certain amount of funds that are planned to be raised for programme implementation in the course of the future biennium (“Gap”).

T0020 In accordance with the decision of the Executive Board (205 EX/Decision 15), the 40 C/5 budget for 2020-2021 has been constructed using the integrated budget framework, and continues to include the following categories of funds:

- Regular budget (assessed contribution and 38 C/5 unspent balance)
- Special account for management costs
- Revenue generating funds
- Voluntary contributions (extrabudgetary projects already committed, in hand)
- Gap

Although the exact total amount of the IBF depends on the regular budget scenario, it amounts to some **\$1.3 billion**. The details on each of the five categories of funds composing the IBF are provided below:

Regular Budget

The regular budget consists, in principle, of the assessed contribution from Member States. However, in accordance with the Executive Board’s decision (205 EX/Decision 23) which decided “*to set aside \$11 million of the unspent regular budget funds under the 38 C/5 expenditure plan to be used in the framework of document 40 C/5 (2020-2021)*”, two of the four scenarios, i.e., regular budget

of \$518 million and \$534.6 million, includes this unspent funds of \$11 million within the regular budget. As the Financial Regulation states that the appropriated Regular Budget is to be funded from assessed contribution, this regular budget scheme will require, as in the 39 C/5, the suspension of the provisions of Article 5.1 of the Financial Regulations. This suspension clause is included in the proposed Appropriation Resolution for these two scenarios (Volume 1).

Special account for management costs (\$28.4 million)

Following the Executive Board decision on the Cost Recovery Policy and the creation of Special Account for Management Costs, management functions from the 39 C/5 onwards are funded proportionally from appropriated Regular Programme budget and management income charged on voluntary contributions. Costs are managed within a Special Account that pools funding from these sources. Amounts budgeted in the appropriated Regular Programme budget for management functions (staff and activities) are transferred to the Special Account. The amount of management cost covered from voluntary contributions is estimated by applying the new management rates to the disbursement using recent biennial data. For 40 C/5, this amount is estimated at \$28.4M as compared to \$27.2M in 39 C/5.

The management income to cover part of management costs is generated by charging the management rates to voluntary contributions. Since the voluntary contributions include the management costs as part of full cost of the respective projects, under the global budget picture, an equal amount (\$28.4 million) needs to be offset in order to avoid double counting. A special budget line entitled “Offsetting related to management costs recovery from voluntary contributions” are presented at the end of the IBF budget table for this purpose.

Revenue generating funds (\$39.2 million)

These funds relate to special accounts for which the income comes from either external sources (permanent delegations, other organizations, staff members, etc.) or internal sources (sectors’/bureaus’ programme execution). The 40 C/5 integrated budget includes the following special accounts whose expenditures are considered to contribute to substantial activities of UNESCO:

- **Headquarter Utilization Fund (HQF):** This finances activities and posts mainly under Operational support and the support for the organization of conferences, languages and documents (Part III.D), and security posts under Management of security and safety (Part III.G):
- **Public information, liaison and relations fund (PILRF):** This finances activities and posts related to public relations under Public Information (DPI).
- **Publications, auditory and visual material fund:** This also finances activities and posts related to public relations under DPI.
- **Special accounts for interpretation services (SAI):** This finances activities and posts under Operational support and the support for the organization of conferences, languages and documents (Part III.D).
- **Special accounts for documents (SAD):** This also finances activities and posts under Operational support and the support for the organization of conferences, languages and documents (Part III.D).

The amount under these revenue generating funds to be used in 2020-2021 is estimated at **\$39.2 million**. The estimated income and expenditure for each of the above funds are presented in **Annex IV**. It is to be noted that a part of the income for these funds originates from the sectors’/bureaus’ expenditure (for example, document publication by programme sectors) which are already included in the sectors’/

bureaus” budget. Therefore, similar to the Special account for management costs mentioned above, there is a need to offset these amounts in order to avoid double-counting. The amount of income for the revenue generating funds which originate from the sectors’/bureaus’ expenditures (i.e., internal sources) has been estimated at \$12.4 million, and this amount is also treated as an offsetting element at the global level of the budget. This is shown under the budget line entitled “Offsetting related to the estimated internal charge back for revenue-generating funds”.

Voluntary contributions already committed (\$313.7 million)

These correspond to the extrabudgetary projects funded by voluntary donations. Although a certain level of voluntary contributions can be expected each biennium, only those that are firmly committed at the time of preparation of the Draft 40 C/5 are included in this category of voluntary contributions, which have been estimated at **\$313.7 million**. Although most of these voluntary contributions are earmarked today by donors for specific projects or purposes, the organization will need to make further efforts to raise more non-earmarked voluntary contributions in the future, which is one of the objectives of the Structured Financing Dialogues.

Gap (\$453.9 million)

In addition to the committed voluntary contributions, the integrated budget provides an estimate of funds that the organization would try to further raise in 2020-2021 in order to fulfill its mandate. The inclusion of this gap in the integrated budget is considered important for the subsequent sessions of Structured Financing Dialogues through which the Secretariat, Member States and potential donors would make collective efforts in funds mobilization. For this aim, the estimate of gap has been made for each expected result .

For the 39 C/5, it was specified that, “the amount of the gap needs to be realistic. When preparing the Draft 39 C/5, the gap will need to be estimated by each sector/bureau by taking into account the total resource requirements established through the RBB process, voluntary contributions likely to be received during the biennium, and the past trends of the sector’s fund raising performance,” etc.

In the context of the preparation of the 40 C/5, to achieve a more homogenous understanding of the funding gap throughout the Secretariat, a more precise and complete definition of the funding gap has been coined for programming purposes. Notably it clarifies the need to cross check the estimated funding needs which correspond inter alia to the priorities of beneficiary Member States in areas where UNESCO has a specific added value with funding opportunities that are already under discussion with donors, or confirmed opportunities for raising funds which have still to be explored with donors. The latter could relate to a national, regional or global strategy or need that is of interest to donors, or the existence of funding envelopes or donor funded programmes that are relevant to the assessed needs. It further clarifies that if there is a multi-year funding agreement under negotiation with a donor, the amount to be taken into account when assessing the funding gap is what needs to be spent to achieve programmatic targets in 2020-2021. Finally, any voluntary contributions that are almost certain, but not signed, including annual allocations which are contingent on Parliamentary approval need to be reflected in ‘funding gap’ figures, and not ‘committed voluntary contributions figures’.

In the preparation of the 40 C/5 greater accountability has been given to UNESCO field offices for assessing and arbitrating the funding gap by Expected Result in the country/countries for which they are responsible. This evolution is also consistent with on-going efforts to empower and strengthen the accountability of UNESCO field offices in mobilizing resources from decentralized funding sources.

It should be noted that, while the total amount of the regular budget is considered to be firmly determined, the amounts for all the other categories of funds are based on estimates, therefore they are of a provisional nature.

T0021

Under each of these categories of funds, operational and staff costs have been identified and attributed to each sector/bureau. As in the 39 C/5, the staff costs shown in the Draft 40 C/5 corresponds to the costs of “established posts” financed by regular budget, Special account for management and revenue generating funds. The staff costs under this definition does not include temporary posts and project appointment (PA) positions financed by extrabudgetary projects (voluntary contributions), for which the statutory status is different from the established posts. Therefore the “voluntary contributions” are treated as operational costs only. Further, the “gap” which will be funded later by voluntary contributions may finance PA positions, but for the same reason the entirety of the gap is considered as operational costs. This approach may be re-examined for the future C/5 integrated budget.

T0022

It is to be noted also that, as in the 39 C/5, Draft 40 C/5 does not present staff cost amounts at the level of each expected result, but at the level of Major Programme and bureaux. As explained under the 39 C/5, the reasons for this are the following:

- While it is relatively feasible to analyze the contribution of each staff member working at Headquarters, it is difficult to identify how each staff member in the Field is contributing to the various expected results, or how each expected result will be achieved by the Field staff members.
- The pattern of staff members’ contribution to expected results can/should be flexible and shifts over the time, in order to be responsive to the evolving strategic needs. The exercise of breaking down the staff costs into expected results leads to a mere theoretical and indicative staff cost distribution.
- Certain ADGs of sectors were of the opinion that the staff costs (staff’s contribution to work objectives) should be managed at the global level of sectors and bureaux, without being bound by strict allocation of staff costs at the level of expected results (or at the level of main lines of action).

However, the Secretariat is fully aware that the underlying interest of the Member States is to see how the work and objectives of the Programme sectors are being actually fulfilled by the staff working in the sectors. In order to provide as much information as possible on this, the Draft 40 C/5 presents a detailed organizational chart for each of the five Major Programmes and IOC. These charts show the structure down to the section level, and indicates the number of professional and general service posts under each of them. The same information is shown for the Field Offices under each sector. It is hoped that this information will provide a more realistic picture of the staff (posts) contributing to the various programme areas under the Programme sectors.

T0023

The integrated budget for the Draft 39 C/5 has been constructed on the basis of the above. The tables under **Annex I** present the global budget picture for each of the four scenarios.

Budgeting techniques used for the Regular Budget

T0024

The following section describes the budgeting techniques applied in preparing the Regular Budget component of the Draft 40 C/5. The techniques used in preparing the Draft 40 C/5 are in accordance with 39 C/Resolution 88. Any changes that are proposed to be made to the methodology are also outlined below.

(i) **Constant dollar principle and currency fluctuations**

The estimates for the regular budget for the Draft 40 C/5 were calculated using the exchange rate of USD 1 = 0.869 euro, which is the same exchange rate used in preparing the budget for the 39 C/5 (2018-2019).

As a good business practice, the constant dollar rate should be revised from one biennium to the next to reflect more updated market rates. On this basis, the General Conference at its 39th session “*invite(d) the Director-General, when preparing the Budget for 2020-2021 (40 C/5), to continue applying the same budgeting techniques while introducing any improvement as considered necessary, especially in light of the integrated budget framework and with regard to the constant dollar principle.*” Further the Executive Board at its 205th session “*request(ed) the Director-General to ensure that any change in the budgeting techniques that may be required for the preparation of document 40 C/5 be explained in draft document 40 C/5, notably with regard to the anticipated changes to the constant dollar mechanism.*” The Secretariat made conscientious efforts to apply the Governing body decisions, when preparing the Draft 40 C/5. However, given the fact that the current budget exchange rates was reasonably close the market exchange rate, it is proposed to maintain the same exchange rate for the 40 C/5. A more detailed explanation concerning the determination of the budget exchange rate is provided at the end of this Technical Note as **Appendix 2**.

In this regard, the income and expenditure incurred in Euros against the regular budget will be recorded using the United Nations Operational rate of Exchange (UNORE), and the differences arising from using two different bases for the budget and accounts will be outlined in reconciliation/comparison reports within the financial statements.

(ii) **Treatment of inflation**

The overall requirements needed to cover the inflation and statutory increases of a particular biennium are calculated in the following multi-step methodology:

■ **Recosting – Parts I-IV** of the budget is “recosted” to determine the new budget base:

The first step of the budget methodology is to determine the budget base (Parts I-IV) for the 40 C/5. To achieve this, the staff and activity budgets approved in the 39 C/5 (excluding Part V – Anticipated Cost Increases) are first adjusted in order to be consistent and comparable with the proposed structure of the 40 C/5. The comparative transfers and structural adjustments made in this regard are summarized in the paragraph T0035 below. This adjusted structure is presented in the C/5 document under the heading “39 C/5 Approved as adjusted”.

Once adjusted for comparability, the revised “Budget Base (Parts I-IV)” is then “recosted”. When preparing the Draft 40 C/5, the operational and staff costs of Parts I-IV of the 39 C/5 Approved is recalculated to reflect the price level foreseen at the beginning of the next biennium (1 January 2020). This exercise of revaluating the Budget Base is referred to as “recosting”. As a reminder, the Budget Base (Parts I-IV) for the 39 C/5 was calculated using the salary scales and price levels applicable at the beginning of the biennium in question (i.e. 1 January 2018).

Details of the elements used to calculate the recosting estimates are briefly outlined in paragraphs T0040-T0045 below, and the estimates are shown in **Table 3** below.

■ Determining the **Anticipated Cost Increases expected to occur in 2020-2021 (as an element of Part V)**

After the Budget Base (Parts I-IV) is recosted, the second step is to determine the Anticipated Cost Increases for 2020-2021. As mentioned above, the recosted budget base for the 40 C/5 (Parts I-IV) is estimated at the price level as at 1 January 2020 and does not take into account the cost increases that will inevitably arise during the course of the 2020-2021 biennium (therefore there is no double counting). Anticipated Cost Increases in 2020-2021 have been projected in accordance with the information available to the Secretariat concerning salary and consumer price indices at the time of preparing the Draft 40 C/5. These anticipated additional costs are provided separately under Part V. The use of funds from this part of the budget is subject to the prior approval by the Executive Board.

Further, in view of past experience whereby unforeseen additional requirements have arisen during the course of the biennia which need to be covered within the regular budget, the Director-General proposed that, from 39 C/5 onward, Part V would also serve partly as a contingency provision (in addition to covering the inflation and statutory increases). This practice is therefore continued in the 40 C/5.

(iii) **Application of staff cost budget standards**

Standard Costs (i.e. average biennial costs) are used to calculate the costs of established posts financed by the regular budget. The total costs of these established posts are calculated by first determining the standard cost by grade and by duty station, and then multiplying the standard costs by the number of posts under each grade and each duty station.

As per past approved practices, the staff cost estimates are based on the most recent scales of base salaries and related benefits published by the ICSC (International Civil Service Commission) and on an analysis of actual expenditure trends observed during the recent and current biennia.

(iv) **Adjustment for staff turnover and recruitment delays**

As per the approved budgeting practice, the calculation of overall staff costs is adjusted to take into account anticipated staff turnover and recruitment delays by applying a “**lapse factor**”.

For the 40 C/5, the Director-General proposes to apply a lapse factor of 3% (the same as in the 39 C/5). An explanation of the background and the logic used to determine this rate is provided at the end of this Technical Note, in “**Appendix 1**”.

T0025

Table 2 below shows the evolution between the regular budget “39 C/5 Approved as adjusted” and the Draft 40 C/5 by major budget parts for the \$518 million appropriated regular programme budget scenario. It goes on to show the additional reinforcements to determine the \$523.6 million and \$534.6 million scenarios. **Table 3** shows a more detailed comparison showing the recosting requirements, and resulting increases/decreases in real-terms.

\$518 million scenario

- T0026** As was the case in previous biennia, the Director-General has made contentious efforts to reinforce the Programme Sectors, IOC and UIS to the extent possible in all scenarios. In this regard, the proposed budget for the Major Programmes, IOC and UIS was increased by approximately \$2 million, compared to the “39 C/5 Approved as adjusted” (\$518M). This was done in order to ensure that the programmes could deliver, to the extent possible on SDGs and priority areas approved by Member States.
- T0027** This however, underlines an important fact that, in order for the Organization to maintain its position in its fields of competence, UNESCO needs a minimum level of core resources. After decades of budget constraints imposed by zero nominal growth regular budgets (and thus declining purchasing power), the Secretariat has come to its limit. UNESCO can no longer be expected to do more with less funds. In the \$518 million scenario, the Secretariat has done its best to try to redeploy the slightest possible savings to priority areas as outlined above, however even this was not sufficient. For example, in the \$518 million scenario an additional \$2.5 million was provided for the management of the field offices. However, despite the increase provided, it is estimated that an additional \$4.5 million would be needed to cover expected needs. In this regards, the current situation would require careful planning during the biennium to contain costs and consolidate resources, in particular at the regional level.
- T0028** In addition, the Director-General also had to reinforce key non-programme areas. In particular, Part I.A – Governing bodies was increase by \$0.7 million, to cover the additional costs of the external auditors fees. Part I.B – Direction was increased by \$0.6 million mainly to provide additional resources for IOS. Part I.C – Participation in the UN Joint Machinery also had to be increased by \$2.2 million in order to cover estimated additional security costs in the field.
- T0029** The aforementioned reinforcements were achieved by reducing the regular budgets of the other non-programme sectors/bureaus. In particular, Part II.B - Programme-related services was reduced by some \$0.1 million, mainly under the Bureau of Strategic Planning; Part III – Corporate Services was also reduced slightly by \$0.3 million. Part IV – Loan Repayments of Renovation of the Headquarters Premises and the IBE Building was reduced by \$8.8 million in accordance with the repayment schedule.
- T0030** In light of the aforementioned additional needs, and given the budgetary constraints imposed by a zero nominal growth budget, certain items could not be included in the \$518 million scenario, such as the additional \$4.6 million needed to fund the increase in the “Resident Coordinator cost sharing arrangements” and the \$1.4 million needed for the loan for the Renovation of the Miollis building (which assumes a repayment period of 20 years)

\$523.6 million scenario

- T0031** Efforts were made however, to ensure that important items known to the Secretariat at the time of drafting were included in the higher scenarios starting with the \$523.6 million scenario, including the two items mentioned in the previous paragraph above (Resident Coordinator cost and the loan repayment for the Renovation of the Miollis building).
- T0032** No other reinforcements were proposed under this scenario. However to accommodate these increases, the provision for Part V – Anticipated Cost Increases and Contingencies was reduced by \$0.3 million compared to the \$518 million scenario.

\$534.6 million scenario

T0033

The \$534.6 million scenario, which is a zero real growth scenario, is the only scenario that would allow the Secretariat to maintain its purchasing power. In accordance with 205 EX/Decision 23.3, if approved, this scenario would be financed by an assessment on member states of \$523.6 million and \$11 million from the carryforward of the unspent balance from the 38 C/5. We should note that since the scenarios build on each other, all provisions under the previous scenarios are de facto included in the \$534.6 million scenario. Therefore, the 534.6 million scenario also includes the additional \$4.6 million provision needed to fund the increase in the “Resident Coordinator cost sharing arrangements” and the \$1.4 million for the Renovation of the Miollis building. In addition, under this scenario, Part I.B – Direction was reinforced by a \$0.4 million mainly to provide additional resources for Cabinet. The Major Programmes, IOC and UIS would be reinforced by an additional \$5.9 million and some \$2.3 million would be provided for the Management of Field Offices and Field Network Reform. Part III. Corporate Services would also be reinforced by \$2.1 million, mainly in order to provide additional funds to implement the HR Strategy and to enable more in-depth investments and restructuring within the Sector for Administration and Management.

Table 1 – Summary of the variation of the Appropriated Regular Programme Budget between the Draft 40 C/5 and the 39 C/5 (\$518M) Approved as adjusted by Main Budget Part

(in US\$'000)

	39 C/5 Approved as adjusted	Variation	Draft 40 C/5 - RP \$518M Scenario	Reinforce- ment	Draft 40 C/5 - RP \$523.6M Scenario	Reinforce- ment	Draft 40 C/5 - RP \$534.6M Scenario
PART I - GENERAL POLICY AND DIRECTION							
A. Governing bodies	9 897	749	10 646	0	10 646	42	10 687
B. Direction	13 370	604	13 974	0	13 974	435	14 409
C. Participation in the Joint Machinery of the United Nations System	20 995	2 161	23 155	4 571	27 727	0	27 727
TOTAL, PART I	44 261	3 514	47 775	4 571	52 347	476	52 823
PART II - PROGRAMMES AND PROGRAMME-RELATED SERVICES							
A. Programmes							
<i>of which:</i>							
Major Programmes and UIS	234 999	1 991	236 990	0	236 990	5 892	242 882
Management of Field Offices and Field Network Reform	84 967	2 459	87 425	0	87 425	2 257	89 682
TOTAL, PART II.A	319 966	4 450	324 415	0	324 415	8 148	332 564
B. Programme-related services	33 699	-91	33 608	0	33 608	196	33 804
C. Participation Programme and Fellowships	13 210	118	13 328	0	13 328	56	13 384
TOTAL, PART II	366 875	4 477	371 351	0	371 351	8 400	379 751
PART III - CORPORATE SERVICES							
A. Office of the ADG of the Sector for Administration and Management	1 403	-313	1 089	0	1 089	1 015	2 104
B. Human resources management	23 963	-29	23 934	0	23 934	689	24 623
C. Bureau of Financial management	10 144	-256	9 888	0	9 888	133	10 021
D. Operational support and the support for the organization of conferences, languages and documents	26 794	97	26 891	0	26 891	113	27 004
E. Organization-wide knowledge management	9 938	86	10 024	0	10 024	41	10 065
F. ICT Infrastructure and Operations	4 611	128	4 739	0	4 739	62	4 801
G. Management of security and safety	9 832	18	9 850	0	9 850	42	9 891
TOTAL, PART III	86 684	-270	86 414	0	86 414	2 095	88 509
Reserve for Staffing Adjustments	0	1 000	1 000	0	1 000	0	1 000
Reserve for After Service Health Insurance longterm liability (ASHI)	3 282	33	3 315	0	3 315	11	3 325
PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING	12 186	-8 820	3 366	1 381	4 747	0	4 747
PART V – ANTICIPATED COST INCREASES AND CONTINGENCIES	4 712	66	4 778	-305	4 473	19	4 491
TOTAL, PARTS I-V	518 000	0	518 000	5 647	523 647	11 000	534 647

Totals may not sum exactly due to rounding.

T0034 Table 2 below provides a more detailed comparison of the 39 C/5 Approved as adjusted and the Draft 40 C/5.

Table 2 – Variation of the Appropriated Regular Programme Budget between the Draft 40 C/5 and the 39 C/5 Approved as Adjusted by Main Appropriation Line

(in US\$'000)

Principal appropriation line	39 C/5 Approved	Compara- tive transfers	39 C/5 Approved as adjusted	Variation between the 40 C/5 \$518M Scenario and the 39 C/5						Draft 40 C/5 - RP \$518M Scenario	Reinforce- ment	Draft 40 C/5 - RP \$523.6M Scenario	Reinforce- ment	Draft 40 C/5 - RP \$534.6M Scenario
				Recosting (inflation, statutory increases & technical adjustments)		Total Recosting	Increase / (Decrease) in real terms	Total Variation (vis-à-vis the 39 C/5 as adjusted)						
				Operational cost recosting	Staff Cost Recosting									
	\$	\$	\$	\$	\$	\$	\$	\$	%	\$	\$	\$	\$	\$
PART I – GENERAL POLICY AND DIRECTION														
A. Governing bodies	9 897	0	9 897	266	18	285	464	749	7.6%	10 646	0	10 646	42	10 687
B. Direction	13 272	98	13 370	72	-88	-16	620	604	4.5%	13 974	0	13 974	435	14 409
C. Participation in the Joint Machinery of the United Nations System	20 995	0	20 995	7 363	0	7 363	-5 202	2 161	10.3%	23 155	4 571	27 727	0	27 727
TOTAL, PART I	44 163	98	44 261	7 701	-69	7 632	-4 118	3 514	7.9%	47 775	4 571	52 347	476	52 823
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES														
A. Programmes														
Education Sector (ED)	82 622	-222	82 400	1 078	1 339	2 417	-2 095	321	0.4%	82 721	0	82 721	2 310	85 031
Natural Sciences Sector (SC)	38 339	0	38 339	339	405	744	-691	53	0.1%	38 392	0	38 392	1 075	39 467
UNESCO Intergovernmental Oceanographic Commission (IOC)	10 681	0	10 681	93	88	181	-86	95	0.9%	10 776	0	10 776	299	11 076
Social and Human Sciences Sector (SHS)	25 448	0	25 448	220	181	401	53	454	1.8%	25 902	0	25 902	713	26 615
Culture Sector (CLT)	45 580	267	45 846	389	686	1 075	103	1 179	2.6%	47 025	0	47 025	590	47 615
Communication and Information Sector (CI)	23 838	323	24 161	218	525	743	-926	-183	-0.8%	23 979	0	23 979	677	24 656
UNESCO Institute for Statistics	8 123	0	8 123	283	0	283	-211	72	0.9%	8 195	0	8 195	228	8 423
Management of Field Offices	84 967	0	84 967	1 090	3 221	4 310	-1 852	2 459	2.9%	87 425	0	87 425	1 757	89 182
Supplementary funding for the Field Network Reform	0	0	0	0	0	0	0	0		0	0	0	500	500
Total, Part II.A	319 598	368	319 966	3 710	6 445	10 154	-5 705	4 450	1.4%	324 415	0	324 415	8 148	332 564
B. Programme-related services														
1. Sector for Priority Africa and External Relations														
A. Office of the ADG and Field Coordination	0	2 342	2 342	9	33	42	28	70	3.0%	2 413	0	2 413	5	2 418
B. Coordination and monitoring of action to benefit Africa	4 105	-702	3 403	15	-5	10	290	300	8.8%	3 703	0	3 703	17	3 720
C. External Relations	0	9 418	9 418	28	-107	-80	183	103	1.1%	9 521	0	9 521	43	9 564
2. Coordination and monitoring of action to implement Gender Equality														
	1 900	0	1 900	9	-18	-9	25	17	0.9%	1 916	0	1 916	8	1 924
3. Strategic planning														
External relations and public information	19 464	-19 464	0	0	0	0	0	0		0	0	0	0	0
Organization-wide knowledge management	9 716	-9 716	0	0	0	0	0	0		0	0	0	0	0
4. Public information														
Field Support and Coordination	2 052	-2 052	0	0	0	0	0	0		0	0	0	0	0
Total, Part II.B	44 633	-10 934	33 699	105	-12	94	-184	-91	5.8%	33 608	0	33 608	196	33 804

(in US\$'000)

Principal appropriation line	39 C/5 Approved	Compara- tive transfers	39 C/5 Approved as adjusted	Variation between the 40 C/5 \$518M Scenario and the 39 C/5						Draft 40 C/5 - RP \$518M Scenario	Reinforce- ment	Draft 40 C/5 - RP \$523.6M Scenario	Reinforce- ment	Draft 40 C/5 - RP \$534.6M Scenario
				Recosting (inflation, statutory increases & technical adjustments)		Total Recosting	Increase / (Decrease) in real terms	Total Variation (vis-à-vis the 39 C/5 as adjusted)						
				Operational cost recosting	Staff Cost Recosting									
	\$	\$	\$	\$	\$	\$	\$	\$	%	\$	\$	\$	\$	\$
C. Participation Programme and Fellowships	13 210	0	13 210	413	32	445	-327	118	0.9%	13 328	0	13 328	56	13 384
TOTAL, PART II	377 441	-10 566	366 875	4 228	6 465	10 693	-6 216	4 477	1.2%	371 351	0	371 351	8 400	379 751
PART III – CORPORATE SERVICES														
Sector for Administration and Management														
A. Office of the ADG of the Sector for Administration and Management	0	1 403	1 403	1	26	27	-341	-313	-22.3%	1 089	0	1 089	1 015	2 104
B. Human resources management	23 638	325	23 963	555	-14	540	-569	-29	-0.1%	23 934	0	23 934	689	24 623
C. Bureau of financial management	10 710	-566	10 144	29	113	142	-398	-256	-2.5%	9 888	0	9 888	133	10 021
D. Operational support and the support for the organization of conferences, languages and documents	27 394	-600	26 794	203	182	385	-288	97	0.4%	26 891	0	26 891	113	27 004
E. Organization-wide knowledge management	0	9 938	9 938	25	21	46	40	86	0.9%	10 024	0	10 024	41	10 065
F. ICT Infrastructure and Operations	4 627	-16	4 611	20	45	65	63	128	2.8%	4 739	0	4 739	62	4 801
G. Management of security and safety	9 847	-16	9 832	54	57	111	-93	18	0.2%	9 850	0	9 850	42	9 891
TOTAL, PART III	76 216	10 468	86 684	887	430	1 316	-1 586	-270	-0.3%	86 414	0	86 414	2 095	88 509
TOTAL, PARTS I-III	497 820	0	497 820	12 816	6 825	19 641	-11 920	7 721	1.6%	505 541	4 571	510 112	10 971	521 083
Reserve for Staffing Adjustments	0	0	0	0	0	0	1 000	1 000		1 000	0	1 000	0	1 000
Reserve for After Service Health Insurance long-term liability (ASHI)	3 282	0	3 282	0	-12	-12	45	33	1.0%	3 315	0	3 315	11	3 325
PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING														
	12 186	0	12 186	-7 439	0	-7 439	-1 381	-8 820	-72.4%	3 366	1 381	4 747	0	4 747
PART V – ANTICIPATED COST INCREASES AND CONTINGENCIES														
	4 712	0	4 712	3 209	1 393	4 603	-4 536	66	1.4%	4 778	-305	4 473	19	4 491
TOTAL, PARTS I-V	518 000	0	518 000	8 586	8 206	16 792	-16 792	0	0.0%	518 000	5 647	523 647	11 000	534 647

Totals may not sum exactly due to rounding.

Comparison of regular budgets between the 39 C/5 and the Draft 40 C/5 regular budgets

(Budget adjustments required for comparison)

T0035

In order to allow a detailed comparison of the budgets of the current and following biennia, the staff and operational budgets of the 39 C/5 Approved have to be adjusted to reflect the proposed budget structures of the 40 C/5. The 39 C/5 figures which reflect this adjusted structure is presented throughout the C/5 under the heading “**39 C/5 Approved as adjusted**”. The following section, describes these adjustments:

(i) Structural adjustments to the budget presentation

As was the case in previous biennia, structural adjustments refer to changes in the presentation of the appropriation lines due to Organizational restructuring. They generally include:

- the transfer of an appropriation line from one part of the budget to another;
- the creation or deletion of appropriation lines; or
- the division or merger of appropriation lines .

The following structural adjustments were made in the Draft 40 C/5:

Summary of Structural Adjustments Proposed in the 40 C/5

	Activities	Staff	Total	Comments
	\$	\$	\$	

In accordance with 205 EX/3.INF concerning the creation of the Priority Africa and External Relations Sector (PAX) the following structural adjustments have been made:

Dissolution of the Sector for External Relations and Public Information

II.B	External relations and public information (ERI)	(1 028 400)	(18 435 600)	(19 464 000)	The Sector for External Relations and Public Information has been dissolved.
II.B	Public Information	439 400	8 405 900	8 845 300	The Division for Public Information which reports directly to the Office of the Director General is now shown under a separate budget line under Part II.B of the Budget.
II.B	External Relations (PAX)	589 000	9 512 700	10 101 700	The Division of Member States and Partners (MSP) has been renamed Division of external relations (DRX) and grouped within PAX (along with the Goodwill Ambassadors Unit and the Protocol Unit).
III.A	Office of the ADG of the Sector for Administration and Management		517 000	517 000	The cost of the ADG post has been transferred to ADM.

Sector for Priority Africa and External Relations

II.B	Office of the ADG and Field Coordination	259 000	2 083 400	2 342 400	A new line has been created for the Office of the ADG and Field Coordination. The resources for this budget line was financed by internal transfers.
II.B	Coordination and monitoring of action to benefit Africa	–	(702 300)	(702 300)	The budget line for the Africa Department has been grouped under the appropriation line for the PAX Sector.
II.B	External relations (add. transfers within PAX)	227 100	(248 300)	(21 200)	The budget line for the External Relations has been grouped under the appropriation line for the PAX Sector.
II.B	Field Support and Coordination	(486 100)	(1 132 800)	(1 618 900)	The Unit for Field Coordination has also been grouped within the PAX to strengthen the strategic integration of the field offices.

In accordance with 204 EX/3.INF concerning the creation of the Administration and Management Sector, the following structural adjustments have been made:

Sector for Administration and Management

III.A	Office of the ADG of the Sector for Administration and Management	31 200	1 371 500	1 402 700	A new line has been created for the Office of the ADG of the Administration and Management Sector. The resources for this budget line was mainly financed by internal comparative transfers, including the transfer of the ADG post from ERI (see above).
III	Internal Transfers	(31 200)	(854 500)	(885 700)	
II.B	External relations	–	(517 000)	(517 000)	
II.B	Organization-wide knowledge management	(724 700)	(8 991 100)	(9 715 800)	In addition, the appropriation line for Organisation Knowledge Management which was previously under Part II.B is now placed under Part III, in order to regroup the Services under the Sector's responsibility and in order to enable future flexibility in the reorganisation of the ADM Sector.
III.E	Organization-wide knowledge management	724 700	8 991 100	9 715 800	

With regard to these aforementioned structural adjustments, a few changes should also be noted, which do not have a budgetary impact. In particular:

- The former budget line entitled “Management of support services” has now been renamed “Operational support and the support for the organization of conferences, languages and documents”.

- The Security and Safety Section (SEC), which is in charge of security and safety at Headquarters and in the field, is now under the Sector for Administration and Management (ADM), however this did not require a change in the budget tables as SEC was previously shown under Part III.

(ii) Comparative transfers

Comparative transfers correspond to the transfer of staff and operational budgets between appropriation lines in order to reflect organizational restructuring and to align the budget base of the 39 C/5 Approved with the proposed structure of the Draft 40 C/5 to make the two budgets comparable.

Summary of Comparative Transfers Proposed in the 40 C/5

	Activities	Staff	Total	Comments
	\$	\$	\$	

In accordance with the Director-General's decision to further rationalise and create better synergies between the different services the following budget transfers are proposed in order to reflect the following changes in responsibilities:

BSP and PAX

II.B	External relations	(25 000)	(770 100)	(795 100)	The Unit responsible for coordinating cooperation with the UN has been transferred from BSP to External Relations within PAX.
II.B	Strategic planning	25 000	770 100	795 100	
II.B	Strategic planning		(667 300)	(667 300)	The desk responsible for coordinating partnerships with Non-governmental Organisations has been transferred from PAX to BSP.
II.B	External relations		667 300	667 300	

BSP and ADM

II.B	Bureau of financial management		(1 129 000)	(1 129 000)	Grants management has been transferred from BFM to BSP. Consequently, BSP will be in charge of the overall administration of donor agreements, ensuring end-to-end process from the signing of agreements through to closure of projects, as well as donor and management reporting.
II.B	Strategic planning		1 129 000	1 129 000	
II.B	Strategic planning		(889 400)	(889 400)	Budget management functions which were previously under BSP has been transferred to the Sector for ADM. In this regard ADM would be responsible for costing, financial envelope construction, budget monitoring and reporting, analysis of differences between standard and actual costs, cost recovery and budget control.
II.B	Bureau of financial management		889 400	889 400	

In addition to the above adjustments, transfers of various posts at the same grade were made in accordance with the rationalization of the organizational structure. These changes are also reflected as comparative transfers.

T0036

Once a comparable basis is established, the differences between the 39 C/5 Approved as adjusted and the Draft 40 C/5 can be analyzed appropriation line by appropriation line. Generally such differences can be categorized as either:

- cost increases / (decreases) arising from inflation, statutory increases and technical adjustments, which are general referred to as "Recosting";
- Increases / (decreases) due to changes in the lapse factor rate. In the 40 C/5 no change in the lapse factor is proposed and therefore variations due to this factor is zero; and
- Increases / (Decreases) in real terms.

T0037 **Table 2** above under paragraph T0034 provides a detailed breakdown of these variances by main budget line. It shows that in the \$518 million scenario, the total increases due to recosting (inflation, statutory increases and technical adjustments) amounted to approximately \$17 million was fully offset by a net decrease in real terms of the same amount. In the \$523.6 million, the \$5.6 million reinforcement between the two scenarios was fully dedicated to providing an additional \$4.6 million to cover the increase in the “Resident Coordinator cost sharing arrangements” and the \$1.4 million for the loan for the Renovation of the Miollis building (which assumes a repayment period of 20 years). In the \$534.6 million scenario, the vast majority (\$8.1 million – 74%) of the \$11 million increase between the \$523.6 million and \$534.6 million scenarios went to reinforce Part II A – Programmes, and \$2.1 million went to provide some investment funds to support the HR Strategy and Administrative reform.

T0038 The following section outlines the methodology used to determine the increases arising from inflation, statutory increases and technical adjustments.

Treatment of statutory and other cost increases for the Draft 40 C/5

(Recosting and Provision for Anticipated Cost Increases)

T0039 The Draft 40 C/5 was prepared in accordance with 39 C/Resolution 88 which, inter alia, invited the “Director-General, when preparing the Budget for 2020-2021 (40 C/5), to continue applying the same budgeting techniques while introducing any improvement as considered necessary, especially in light of the integrated budget framework and with regard to the constant dollar principle”.

Recosting (for Parts I-IV)

T0040 Various elements have been analyzed and taken into account in the “**recosting**” exercise in order to calculate the increases that have already occurred or are expected to occur in the current biennium (2018-2019).

- (i) Evolution of the “within-grade step” of all staff members foreseen by the end of the present biennium;
- (ii) The latest scale of base salary (base salary scale effective January 2018 for the Professional and higher categories, and September 2017 for the General Service category), as well as the available information on the future evolution of these scales;
- (iii) Post adjustment classifications for Professional staff at Headquarters and field duty stations based on the most up-to-date indices of up to June 2018;
- (iv) The latest scale of pensionable remuneration (effective February 2018 for the Professional and higher categories, and September 2017 for the General Service category) and the available information on the future evolution of these scales;
- (v) The principles concerning the Organization’s contribution to the Medical Benefits Fund in place since January 2012, and the actual trends of the Organization’s contributions over the recent biennium;
- (vi) Updated conditions for other allowances (spouse allowance, child allowance, education grant, assignment grant, housing subsidy, mobility/hardship allowance, statutory travel, etc.), together with the expenditure patterns of recent years;

- (vii) As to the calculation of separation payment under the regular budget to be included in this recosting exercise, only a minimum estimate related to the staff members anticipated to reach their statutory age of retirement during 2020-2021 have been taken into account;
- (viii) Any other reliable information on the future statutory increases foreseen to come into effect by the end of the present biennium with regard to base salary scales, post adjustment indices, pensionable remuneration scales and other staff entitlements;
- (ix) Furthermore, in accordance with 37 C/Resolution 85 paragraph 3, a provision is foreseen for the After-Service Health Insurance (ASHI) long-term liability in a separate appropriation line under the regular budget. This amount corresponds to 1% of the regular programme staff cost budget (excluding the Reserve for Staff Adjustments and Parts IV and V);
- (x) Consistent with the methodology used in the 39 C/5 Approved, and in line with good business practice, the staff costs also includes a provision for separation payments and for replacement of maternity leaves which are statutory obligations.

T0041

Price increases for **goods and services (operational costs)** have been estimated on the basis of information obtained from the following sources:

- (i) An analysis of the expenditure trends of the previous and current biennia;
- (ii) Economic and statistical indicators published by the National Institute of Statistic and Economic Studies (INSEE France) as at May 2018, and
- (iii) Inflation statistics published by the International Monetary Fund (IMF) as at May 2018.

Technical adjustments

T0042

In addition to the aforementioned statutory and inflationary requirements, there are other elements in the approved budget (especially under the regular budget) which give rise to cost variances that are beyond the Organization's control. For such elements, the Secretariat analysed the invoices received, all available information for future invoices, expenditure trends and other concrete factors to determine the additional requirements. In order to reevaluate the budget base for the 40 C/5, these items are presented as "technical adjustments", which is consistent with the approach used in preparing the 39 C/5 budget.

Technical Adjustment Items	Additional Requirements (US \$ thousand)
	(As per the Preliminary Proposal 205 EX/15)
• Field Security Costs	1 695
• Contributions to the United Nations Department of Safety and Security (UNDSS) & Malicious Act Insurance Policy (MAIP)	365
• United Nations Resident Coordinator (cost sharing mechanism)	4 571
• Belmont Plan Loan repayment, IBE Loan Repayment and new loan for Miollis renovation (which assumes a repayment period of 20 years)	(7 439)
Technical Adjustments	(808)

- T0043** We should note that any savings generated under these items were redeployed to reinforce other priority areas particularly the Programmes and the field offices.
- T0044** Based on these elements, the global recosting requirement for the Draft 40 C/5 for Parts I-IV amounts to approximately \$17 million, which translates into an overall average annual increase of 1.6%.
- T0045** **Table 3** below highlights the recosting requirements and technical adjustments for 2018-2019, for staff and operational costs by main item of expenditure category.

Table 3 – Recosting and technical adjustments for the Appropriated Regular Programme Budget of the Draft 40 C/5

(in US\$'000)

Item of expenditure	39 C/5 Approved as adjusted	Recosting (inflation, statutory increases, and technical adjustments)	Average annual percentage of recosting	39 C/5 recosted	Increase / (Decrease) in real terms	Draft 40 C/5 - RP \$518M Scenario	Reinforcement	Draft 40 C/5 - RP \$523.6M Scenario	Reinforcement	Draft 40 C/5 - RP \$534.6M Scenario
	\$	\$	%	\$	\$	\$	\$	\$	\$	\$
Parts I-III										
(a) Staff salaries and allowances ¹										
Net remuneration	227 373	3 989	1	231 362	2 207	233 569	–	233 569	739	234 308
Contribution to the Pension Fund	48 923	2 568	3	51 490	725	52 215	–	52 215	166	52 381
Contribution to the Medical Benefits Fund	10 191	(81)	(0)	10 110	(50)	10 059	–	10 059	33	10 092
Other allowances : <i>(family allowance, mobility and hardship allowance, field network reform recurrent costs, education grant, language allowance, home leave, etc.)</i>	33 870	204	0	34 074	1 562	35 636	–	35 636	111	35 747
Reserve for Staffing Adjustments	–	–		–	1 000	1 000	–	1 000	–	1 000
Reserve for After Service Health Insurance longterm liability (ASHI)	3 282	(12)	(0)	3 270	44	3 315	–	3 315	11	3 325
Total, Staff costs	323 638	6 668	1.0	330 306	5 488	335 794	–	335 794	1 059	336 853
(b) Operational Budget	158 352	6 184	1.9	164 537	(11 397)	153 140	–	153 140	9 422	162 562
(c) Technical Adjustments										
Part I.C – Field Security Costs	10 687	1 695	7.6	12 381	–	12 381	–	12 381	–	12 381
Part I.C – Contributions to the United Nations Department of Safety and Security (UNDSS) & Malicious Act Insurance Policy (MAIP)	3 854	365	4.6	4 219	(250)	3 969	–	3 969	–	3 969
Part I.C – UN Resident Coordinator (cost sharing mechanism)	4 571	4 571	41.4	9 143	(4 571)	4 571	4 571	9 143	–	9 143
Part II.A – Field Network Reform	–	–		–	–	–	–	–	500	500
Part IV – Loan Repayments for the Renovation of the Headquarters Premises & the IBE Building	12 186	(7 439)	(37.6)	4 747	(1 381)	3 366	1 381	4 747	–	4 747
Total, Technical Adjustments	31 298	(808)	(1.3)	30 490	(6 202)	24 288	5 952	30 240	500	30 740
Total, Goods and services & Technical Adjustments, (b) + (c)	189 650	5 377	1.4	195 027	(17 599)	177 428	5 952	183 380	9 922	193 303
Total Parts I - IV	513 288	12 044	1.2	525 333	(12 111)	513 222	5 952	519 175	10 981	530 156
Part V – Anticipated cost increases and contingencies	4 712	4 603	40.6	9 314	(4 536)	4 778	(305)	4 473	19	4 491
TOTAL	518 000	16 647	1.6	534 647	(16 647)	518 000	5 647	523 647	11 000	534 647

1. Staff salaries and allowances for personnel can also be broken down into Headquarters, Field, Reserve for Staffing Adjustments and the Reserve for ASHI, as follows:

(in US\$'000)

HQ / Field	39 C/5 Approved as adjusted	Recosting (inflation, statutory increases, and technical adjustments)	Average annual percentage of recosting	39 C/5 recosted	40 C/5 Increase / (Decrease) in real terms	Draft 40 C/5 - RP \$518M Scenario	Reinforcement	Draft 40 C/5 - RP \$523.6M Scenario	Reinforcement	Draft 40 C/5 - RP \$534.6M Scenario
	\$	\$	%	\$	\$	\$	\$	\$	\$	\$
Personnel costs:										
Headquarters	210 756	428	0.1	211 184	(1 830)	209 354	–	209 354	736	210 090
Field	109 600	6 251	2.8	115 852	6 274	122 125	–	122 125	312	122 438
Reserve for Staffing Adjustments	–	–		–	1 000	1 000	–	1 000	–	1 000
Reserve for After Service Health Insurance longterm liability (ASHI)	3 282	(12)	(0.2)	3 270	44	3 315	–	3 315	11	3 325
Total, Staff costs	323 638	6 668	1.0	330 306	5 488	335 794	–	335 794	1 059	336 853

Totals may not sum exactly due to rounding.

Anticipated cost increases and contingencies for 2020-2021 (Part V)

T0046 As mentioned previously, the recosted Budget Base (Parts I-IV) for the Draft 40 C/5 is calculated using the expected price level as at the beginning of January 2020. The cost increases related to inflation and statutory factors which are expected to occur during the course of the 2020-2021 biennium are shown separately under Part V of the budget. The transfer of funds from Part V to other appropriation lines to cover such cost increases is subject to the prior approval by Executive Board.

T0047 As was the case in previous biennia, in the final stage of preparing the Draft C/5, the provision for Part V is often reduced to a minimum amount, in order to be able to reinforce the programmes and provide additional funding for other priority areas. The Secretariat nonetheless tries to maintain a sufficient amount to cover the anticipated statutory increases for staff costs. Given that the budgets for a number of sectors / services have been consistently squeezed over several biennia, the Secretariat also considered it to be financially prudent to include a small provision for Contingencies within Part V in order to cover additional requirements that may arise during the biennium. In this regard, in the Draft 40 C/5, a provision of \$4.8 million is proposed for Part V under the \$507 and \$518 million scenarios and \$4.5 million under the \$523.6 million and \$534.6 million scenarios, respectively. It should be noted that Part V is lower under the \$523.6 million and \$534.6 million scenarios, in order to accommodate the increase for the Resident Coordinator fees and the new loan for the renovation of the Miollis building. The provisions for Part V proposed in the 40 C/5 is generally in line with (if not slightly lower) than the amount approved in the 39 C/5 (\$4.7 million).

T0048 **Table 4** below provides an indicative breakdown of the Anticipated Cost Increases and Contingencies for 2020-2021 for staff and operational costs funded by the Appropriated Regular Programme Budget.

Table 4 – Anticipated cost increases and contingencies for 2020-2021 (Part V)

(Appropriated Regular Programme Budget)

(in US\$'000)

Item of expenditure	40 C/5 Parts I-IV	Anticipated cost increases and contingencies in 2020-2021 (RP \$518M Scenario)				Reinforce- ment / (Decrease)	Draft 40 C/5 – RP \$523.6M Scenario		Reinforcement / (Decrease)	Draft 40 C/5 – RP \$534.6M Scenario	
		HQ	Field	Total							
	\$	\$	\$	\$	%	\$	\$	%	\$	\$	%
a) Staff salaries and allowances											
Net remuneration	233 569	1 143	1 284	2 427	1.0	–	2 427	1.0	–	2 427	1.0
Contribution to the Pension Fund	52 215	886	377	1 263	2.4	–	1 263	2.4	–	1 263	2.4
Contribution to the Medical Benefits Fund	10 059	47	63	110	1.1	–	110	1.1	–	110	1.1
Other allowances : (family allowance, mobility and hardship allowance, field network reform recurrent costs, education grant, language allowance, home leave, etc.)	35 636	110	291	400	1.1	–	400	1.1	–	400	1.1
Reserve for Staffing Adjustments	1 000	–	–	–	–	–	–	–	–	–	–
Reserve for After Service Health Insurance longterm liability (ASHI)	3 315	–	–	–	–	–	–	–	–	–	–
Subtotal, Staff Costs	335 794	2 186	2 014	4 200	1.3	–	4 200	1.3	–	4 200	1.3
b) Goods and services (operational budgets) – Overall	177 428	301	277	578	0.3	(305)	273	0.2	19	291	0.2
GRAND TOTAL	513 222	2 487	2 291	4 778	0.9	(305)	4 473	0.9	19	4 491	0.9

Totals may not sum exactly due to rounding.

Appendix 1

Lapse Factor of 3% applied to Draft 40 C/5

I. Vacancy rate forecast

1. The lapse factor corresponds to a reduction in the overall regular budget staff costs which takes into account anticipated post vacancy due to staff turnover and recruitment delays. In order to determine a realistic and manageable level of the lapse factor, a projection of the future staff vacancy rate for the 2020-2021 biennium has been made. The “vacancy rate” in this forecast is expressed in terms of number of posts. Also, in order to enable a deeper analysis, the vacancy rate forecast was conducted by different category of posts and by Headquarters and Field.
2. The forecast depends on a combination of various assumptions (parameters) such as the frequency of post abolition, recruitment speed and timeframe, possibility of internal or external recruitment, unplanned separations, impact of the staff mobility exercise, etc. The projection has been submitted to several sensitivity analyses to further assess its reliability, and to grasp the range of vacancy rates in function of the variation in the assumptions.
3. The following presents the forecast of global vacancy rates (in terms of number of posts) resulting from this analysis:

	Average 2019	Average 2020	Average 2021
HQ	7.6%	7.4%	7.5%
Field	8.7%	7.3%	7.6%
HQ and Field	8.0%	7.4%	7.5%

II. Vacancy rate in terms of costs

4. Given the fact that the Lapse Factor relates to the budgetary vacancy in terms of dollar amount, the above vacancy rates forecast becomes a better reference if they are interpreted into costs instead of number of posts. This interpretation was done by weighting the forecasted number of vacant posts under the different category of posts (i.e., director posts, professional posts, general service posts, Headquarters or Field) by their average costs.
5. As a result, the forecast of vacancy rates weighted by the costs (i.e., vacancy rate in terms of costs) comes out as follows:

Forecast of vacancy rate in terms of costs

	Average 2019	Average 2020	Average 2021
HQ	7.5%	7.8%	8.1%
Field	10.1%	10.0%	10.3%
HQ and Field	8.4%	8.5%	8.9%

6. The vacancy rates in terms of costs turn out to be higher than those in terms of number of posts. This is because the anticipated vacant posts tend to exist more under the higher category of posts which are more costly. From the above, **the average vacancy rate for the biennium 2020-2021 can be estimated to be around 8.7%.**

III. Lapse Factor applicable to 40 C/5 (2020-2021)

7. The Lapse Factor to be applied to the staff costs budget corresponds to a potential budget reduction due to anticipated turnover and recruitment delays. It should not be interpreted as equal to the actual vacancy rate observed at a certain time. It represents rather an estimate of the budgetary savings arising from vacant posts **after taking into account the needs for hiring temporary assistance to cover the function of the vacant posts**. In this sense, the Lapse Factor should be based on a “managerial” decision deriving from the anticipated vacancy rate, after considering the needs for temporary assistance. Therefore, once the Lapse Factor is determined, the organization should make every effort to monitor and control the staff cost expenditure (in particular, the usage of vacant post savings for hiring temporary assistance) in order to respect the reduced staff cost ceiling. A central function is in place for this purpose.
8. Once the forecast of the vacancy rate is made, the key factor in determining a realistic and appropriate Lapse Factor is therefore the level of needs to hire temporary assistance to cover the work of vacant posts.
9. In this regard, on the one hand, the organization needs to ensure that the programme implementation should not be hindered by posts becoming vacant, especially within the programme sectors where replacement by temporary assistance is very important and highly demanded. On the other hand, vacant posts should be processed for recruitment as soon as possible so that regular staff will be undertaking the work. Furthermore, under the current financial situation the organization is required constantly to identify budgetary savings wherever possible (especially under staff costs) in order to redeploy resources to high priority areas. All these factors need to be taken into consideration when determining the Lapse Factor.
10. The Secretariat has taken note that the sectors/bureaux have increasing demand for a maximum possibility to hire temporary assistance whenever posts became vacant. Given the overall vacancy rate forecast of 8.7%, a lapse factor of 3% is considered appropriate and reasonable. This theoretically implies that about 34% ($3 / 8.7$) of the vacancy saving will need to be maintained non-used while 66% could be used for temporary assistance. In reality, the vacancy saving will be managed carefully in order to respect the lapse factor, at the same time making efforts to meet the needs of the sectors/bureaux for hiring temporary assistance.
11. Based on the above analyses, the Director-General proposes a Lapse Factor of 3% to be applied to the 40 C/5, i.e., the same level as in the 39 C/5. The staff cost budget under the Draft 40 C/5 regular budget is thus globally reduced by 3% from the full costs based on the standard costs.

Appendix 2

Regular budget exchange rate for Draft 40 C/5 (US\$1 = 0.869 euro)

I. Background

1. While UNESCO's budget and expenditure are presented in US dollar, a large share of its expenditure is incurred in euro. With regard to the regular budget, the estimate for the euro based budget has been converted into US dollar through a fixed exchange rate, i.e., constant dollar rate which is adopted by the General Conference each biennium. Today, for the purpose of budget monitoring, the expenditures incurred in euro are reported by converting them into US dollar through this same constant dollar rate. The application of the same dollar/euro exchange rate (i.e., constant dollar rate) to both the budget and the expenditure has enabled the Organization to manage the budget execution without exchange gains or loss impact on the budget during the course of the biennium. It is to be noted that this constant dollar mechanism has been applied only to the regular budget, and the constant dollar rate has been approved at the same rate of US\$1 = 0.869 euro for the past many biennia.
2. In 38 C/6 Add Part II related to the preparation of the 38 C/5, the Executive Board recommended to the General Conference to maintain the constant dollar mechanism, but requested the Director-General **to prepare the 39 C/5 by using the United Nations operational rate of exchange (UNORE) prevailing at the time of preparation of that document**, thereby ensuring the closest possible alignment of the constant dollar rate to the actual rate.
3. However, it was also decided subsequently that an integrated budget framework be introduced for the 39 C/5. In view of the need for methodological consistency between the regular budget and extrabudgetary funds under the future integrated budget framework, the Secretariat proposed to review carefully the rationale of the constant dollar mechanism, and to provide Member States with concrete proposals at the time of preparing the Draft 39 C/5. (Ref: 200 EX/Decision 13.III.)
4. For the 39 C/5, several important factors were taken into consideration:
 - **Consistency among all funds in the methods of costing, planning and reporting:** Now that UNESCO's budget presentation is under an integrated budget framework, which comprises not only the regular budget but also other sources of funds, there is a need to review the current system whereby a fixed exchange rate is applied to the regular budget while the other funds are planned and reported on the basis of the fluctuating exchange rates (United Nations operational rate of exchange, UNORE).
 - **Measures for managing foreign exchange differences:** The foreign exchange exposure of the regular budget is managed through the split assessment mechanism that matches the euro and dollar income from assessed contributions as closely as possible to UNESCO's expenditures in euro and dollar. Due to the constant dollar mechanism, managing of the regular budget so far did not require special measures to deal with exchange differences in the budget execution as the differences are managed through the general reserves of the organization. Discontinuing the constant dollar mechanism would not have any significant impact on the management of foreign exchange risks at a global level as such risks are dealt with by the split assessment mechanism. However, there will need to be a mechanism to manage exchange differences under the regular budget rather than through the general reserves of the organization, especially in view of the budget appropriation defined at the level of sectors/bureaux.
 - **Advantage of the current option:** The option recommended by the Executive Board was to revise the constant dollar rate as necessary each biennium. This method would mean that the constant dollar mechanism itself would be maintained for the regular budget but the rate would be revised each biennium

so as to align it as close as possible to the exchange rate which would prevail during the biennium. This would mitigate the risk of having a too large gap between the two exchange rates used for the regular budget and for other funds (which was the case in the past, especially between 2007 and 2014).

- **Actual evolution of the euro/\$ exchange rate:** In reviewing the matter, especially in order to assess the practicality and the advantage of the option mentioned above, it was also useful to examine the actual evolution of the euro/\$ exchange rates over the past period.

- **Timeliness for introducing a new scheme:** The mechanism for dealing with the \$/euro exchange rate plays a considerable role in the budget planning and its reporting, and any change (for example, its discontinuation) would require a careful and detailed presentation in order to clarify the transition. Such transition would be relatively easier if all the other factors were unchanged at the time of introducing a new scheme for the exchange rate. However, the preparation of Draft 39 C/5 happened to be a particular phase, where it involved the introduction of an integrated budget framework entailing a fundamental change in the budgeting concept. Additional burden of introducing a new scheme for exchange rate at that same time needed to be prudently assessed.

5. Based on the above, the Secretariat proposed to maintain the constant dollar mechanism for the 39 C/5, and also to maintain the exchange rate of \$1=0.869€ without changing it. It was also intended to undertake an in-depth examination of what should be the long-term solution for this matter. Through the analysis of the past evolution of the UNORE (i.e. market fluctuating exchange rate), it was understood that, compared with the majority of the past period, the exchange rate was floating just above 0.869 (constant dollar rate) since 2015. Now that the UNORE was relatively close to the constant dollar rate of 0.869 for almost 2 years, the Secretariat considered that maintaining the rate at 0.869 for the 39 C/5 should not constitute a substantial problem in reality.

II. Proposal for the 40 C/5

6. The recent decisions of the governing bodies related to this issue and for the preparation of the 40 C/5 are the following:

- **39 C/Resolution 88**, para 3 (Nov. 2017)

“Invites the Director-General, when preparing the Budget for 2020-2021 (40 C/5), to continue applying the same budgeting techniques while introducing any improvement as considered necessary, especially in light of the integrated budget framework and with regard to the constant dollar principle.”

- **205 EX/Decision 15**, para 15 (Oct. 2018)

“Further requests the Director-General to ensure that any change in the budgeting techniques that may be required for the preparation of document 40 C/5 be explained in draft document 40 C/5, notably with regard to the anticipated changes to the constant dollar mechanism.”

Based on these decisions, the Secretariat’s initial intention was to bring in the following changes for the Draft 40 C/5:

- The regular budget will be prepared **based on the UNORE prevailing at the time of the 40 C/5 preparation (January or February 2019)**. This exchange rate will be referred to as “budget exchange rate” and will be revised each biennium in the future. This is in line with the recommendation of the Executive Board (as well as of the External Auditor), as mentioned in paragraph 2 above.
- Expenditure incurred under the regular budget in Euro will be recorded and reported in USD based on the monthly UNORE (instead of the budget rate).

7. The implications of this new approach would be that :

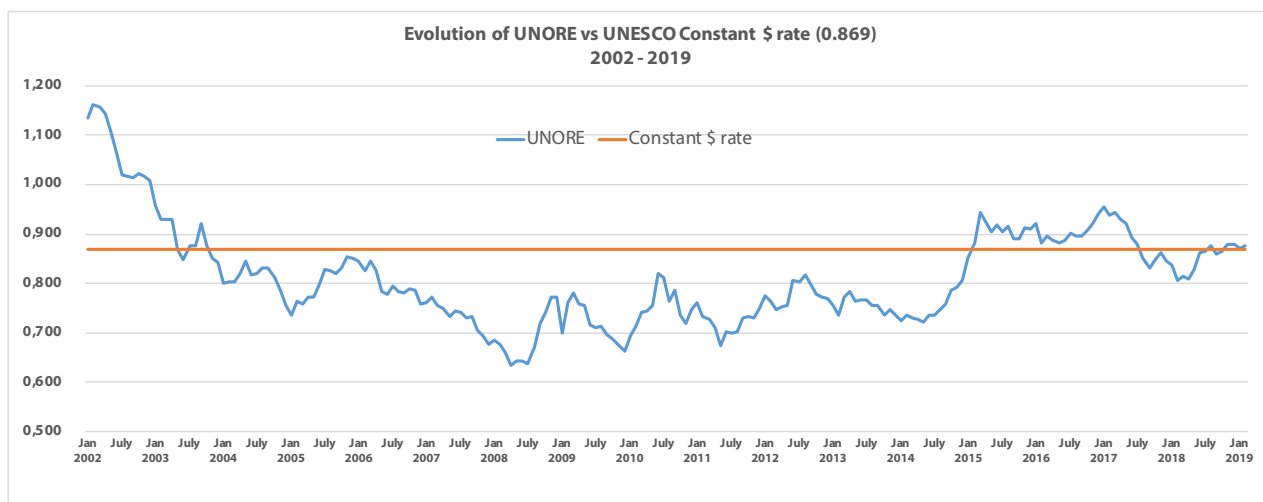
- **the total regular budget amount will change depending on the “budget exchange rate” to be applied, as the portion expected to be incurred in Euro (estimate at 45%) will be shown in USD in different amounts depending on the budget rate.**
- the difference between UNORE as compared to constant dollar would result in exchange gain or loss as reflected in the actual expenditures.

With regard to the total amount of the regular budget, it should be recalled that the reference of \$507 million, \$518 million, \$523.6 million and \$534.6 million was based on the exchange rate of \$1=0.869€. If the **UNORE of February 2019, i.e., 0.876** (instead of 0.869) were applied to the Euro portion of the budget, the resulting change in the total regular budget amounts is very small, i.e., \$1.8 million or 0.3% of the total regular budget. This change however, would generate changes in the regular budget amounts under almost all of the sectors/bureaux and under almost all Expected Results.

8. However, it is important to note that, even if the budget amounts expressed in USD change depending on the exchange rate, the purchasing power of the Organization (and of the sectors/bureaux) does not change in theory as they carry the same budget in USD and the same budget in Euro. It is simply that the Euro portion is interpreted into USD through a different \$/€ exchange rate. Similarly, the application of a different exchange rate to the regular budget does not impact the level of the assessment to Member States as the assessment is made through the USD and Euro split level assessment mechanism.

9. The Secretariat has therefore examined carefully whether it is timely or appropriate to introduce the above mentioned changes for the Draft 40 C/5. The most important factors that were taken into consideration are the following:

- The Draft 40 C/5 presents 4 budget scenarios. All the budget amounts under the regular budget (for each sector/bureau, for each Expected Result, for activity and staff) would change, thus all the budget information would need to present two sets of figures or tables corresponding to the old exchange rate and the new exchange rate.
- The February 2019 UNORE rate of 0.876 is very close to the current constant rate of 0.869. The January 2019 rate was even closer, i.e., 0.871. Both rates are within 1% variance from the old rate.
- The Secretariat felt it important to recall the objective (or the spirit) of the intended change in the mechanism, which is to try to apply an exchange rate which can be expected to be close to the real rates once the future biennium starts. Matching the rate exactly to the UNORE of the current months (January of February 2019) does not guarantee that this rate will be the one that will be prevailing during 2020-2021. (In any case, the prevailing exchange rate in 2020-2021 will most likely be different from the current UNORE.)
- It would be also worthwhile to recall that the request for revising the exchange rate came at the time when the actual rate (UNORE) deviated considerably from the traditional constant dollar rate of 0.869. The fact is that since 2015 the UNORE has been oscillating very close to \$1=0.869 euro level, especially in the recent months. Consequently, there is less of a need to revise the constant rate today. The historical evolution of the UNORE vis-à-vis the constant rate of 0.869 is shown in the chart below.



10. The Secretariat reviewed more recent exchange rate trends, in an effort to ensure a sufficient alignment between the budget exchange rate and the future UNORE. This assessment showed however, that the current constant dollar rate is practically at the same level as the UNORE of January and February 2019. The change (from 0.869 to 0.879) is minor at 0.36% and therefore does not warrant the change of the budget rate. The Secretariat therefore proposes to maintain the exchange rate of \$1=0.869€ for the 40 C/5.
11. For the future budgeting exercises, the Secretariat intends to continue reviewing the constant dollar rate based on the UNORE at the time of preparing the budget. However, as a good practice, it is proposed that the constant dollar rate be changed only if the new UNORE at that of drafting the new C/5 is different from the old exchange rate by more than 3%. This kind of condition would help avoiding unnecessary complication in the presentation of the C/5.
12. Application of UNORE for the budgeting and recording of expenditure under the Regular Programme budget would result in actual expenditure being higher or lower than budget based on the exchange movement during the course of the biennium, particularly for staff cost since activity budgets would need to be managed within the budget envelope.
13. A system generated report will need to be developed to track the actual costs vs budget using constant dollar to determine the extent to which the higher/lower costs are due to exchange differences. Any additional variances can be attributed to difference in actual cost as compared to the standard cost, as is the case currently. This change in constant dollar, however, would be subject to availability of a report and the Secretariat would explore the possibility of putting such a system in place. In absence of any such system, the current practice of using constant dollar for expenditure control and budget reporting would continue.

Appendix 3

Simulation for the assessment to Member States for the 40 C/5

Assessed contribution of \$507 million and \$523.6 million

Member States (by descending assessment amount)		UNESCO scale 2019 in %	39 C/5 Total Assessment 2018-2019 (*) in \$	40 C/5			
				Scenario \$518M		Scenario \$534.6M	
				Assessment of \$507 000 000	Var. vs 39 C/5 in \$	Assessment of \$523 600 000	Var. vs 39 C/5 in \$
1	China	15.493	65 097 309	78 549 510	13 452 201	81 121 348	16 024 039
2	Japan	11.052	59 592 899	56 033 640	(3 559 259)	57 868 272	(1 724 627)
3	Germany	7.860	40 766 796	39 850 200	(916 596)	41 154 960	388 164
4	France	5.713	30 333 724	28 964 910	(1 368 814)	29 913 268	(420 456)
5	United Kingdom of Great Britain and Northern Ireland	5.894	29 499 196	29 882 580	383 384	30 860 984	1 361 788
6	Italy	4.268	23 046 615	21 638 760	(1 407 855)	22 347 248	(699 367)
7	Brazil	3.805	22 118 868	19 291 350	(2 827 518)	19 922 980	(2 195 888)
8	Canada	3.528	18 472 291	17 886 960	(585 331)	18 472 608	317
9	Russian Federation	3.104	17 943 698	15 737 280	(2 206 418)	16 252 544	(1 691 154)
10	Spain	2.770	14 991 864	14 043 900	(947 964)	14 503 720	(488 144)
11	Australia	2.852	14 853 453	14 459 640	(393 813)	14 933 072	79 619
12	Republic of Korea	2.926	14 067 899	14 834 820	766 921	15 320 536	1 252 637
13	Netherlands	1.750	9 270 886	8 872 500	(398 386)	9 163 000	(107 886)
14	Mexico	1.667	8 907 220	8 451 690	(455 530)	8 728 412	(178 808)
15	Turkey	1.769	7 804 046	8 968 830	1 164 784	9 262 484	1 458 438
16	Saudi Arabia	1.513	7 573 605	7 670 910	97 305	7 922 068	348 463
17	Switzerland	1.485	7 483 101	7 528 950	45 849	7 775 460	292 359
18	Sweden	1.169	6 082 020	5 926 830	(155 190)	6 120 884	38 864
19	Argentina	1.181	5 903 452	5 987 670	84 218	6 183 716	280 264
20	Belgium	1.060	5 574 145	5 374 200	(199 945)	5 550 160	(23 985)
21	Poland	1.035	5 367 168	5 247 450	(119 718)	5 419 260	52 092
22	Norway	0.973	5 236 264	4 933 110	(303 154)	5 094 628	(141 636)
23	India	1.076	5 131 448	5 455 320	323 872	5 633 936	502 488
24	Austria	0.874	4 564 345	4 431 180	(133 165)	4 576 264	11 919
25	Venezuela, Bolivarian Republic of	0.940	4 245 016	4 765 800	520 784	4 921 840	676 824
26	United Arab Emirates	0.795	3 985 525	4 030 650	45 125	4 162 620	177 095
27	Denmark	0.715	3 717 612	3 625 050	(92 562)	3 743 740	26 128
28	Indonesia	0.701	3 420 955	3 554 070	133 115	3 670 436	249 481
29	Singapore	0.626	3 044 900	3 173 820	128 920	3 277 736	232 836
30	Finland	0.543	2 864 074	2 753 010	(111 064)	2 843 148	(20 926)
31	Iran, Islamic Republic of	0.514	2 839 602	2 605 980	(233 622)	2 691 304	(148 298)
32	Greece	0.472	2 733 231	2 393 040	(340 191)	2 471 392	(261 839)
33	Chile	0.525	2 632 382	2 661 750	29 368	2 748 900	116 518
34	Portugal	0.452	2 424 642	2 291 640	(133 002)	2 366 672	(57 970)
35	Ireland	0.479	2 306 919	2 428 530	121 611	2 508 044	201 125
36	Malaysia	0.440	2 165 700	2 230 800	65 100	2 303 840	138 140
37	Czechia	0.401	2 138 757	2 033 070	(105 687)	2 099 636	(39 121)
38	South Africa	0.351	2 077 424	1 779 570	(297 854)	1 837 836	(239 588)
39	Colombia	0.372	1 993 480	1 886 040	(107 440)	1 947 792	(45 688)
40	Thailand	0.396	1 953 048	2 007 720	54 672	2 073 456	120 408
41	New Zealand	0.376	1 827 300	1 906 320	79 020	1 968 736	141 436
42	Qatar	0.364	1 800 173	1 845 480	45 307	1 905 904	105 731
43	Kuwait	0.325	1 753 640	1 647 750	(105 890)	1 701 700	(51 940)
44	Nigeria	0.323	1 500 434	1 637 610	137 176	1 691 228	190 794
45	Romania	0.256	1 249 121	1 297 920	48 799	1 340 416	91 295
46	Philippines	0.265	1 209 880	1 343 550	133 670	1 387 540	177 660
47	Kazakhstan	0.230	1 206 127	1 166 100	(40 027)	1 204 280	(1 847)
48	Hungary	0.266	1 199 353	1 348 620	149 267	1 392 776	193 423
49	Egypt	0.240	1 104 118	1 216 800	112 682	1 256 640	152 522
50	Slovakia	0.197	1 021 334	998 790	(22 544)	1 031 492	10 158

Member States (by descending assessment amount)		UNESCO scale 2019 in %	39 C/5		40 C/5			
			Total Assessment 2018-2019 (*) in \$		Scenario \$518M		Scenario \$534.6M	
					Assessment of \$507 000 000	Var. vs 39 C/5 in \$	Assessment of \$523 600 000	Var. vs 39 C/5 in \$
51	Algeria	0.178	976 478		902 460	(74 018)	932 008	(44 470)
52	Peru	0.196	940 441		993 720	53 279	1 026 256	85 815
53	Iraq	0.167	844 139		846 690	2 551	874 412	30 273
54	Oman	0.148	743 779		750 360	6 581	774 928	31 149
55	Pakistan	0.148	678 479		750 360	71 881	774 928	96 449
56	Croatia	0.099	573 968		501 930	(72 038)	518 364	(55 604)
57	Uruguay	0.112	541 593		567 840	26 247	586 432	44 839
58	Ukraine	0.074	523 712		375 180	(148 532)	387 464	(136 248)
59	Slovenia	0.098	522 461		496 860	(25 601)	513 128	(9 333)
60	Libya	0.039	506 899		197 730	(309 169)	204 204	(302 695)
61	Ecuador	0.103	479 619		522 210	42 591	539 308	59 689
62	Cuba	0.103	473 089		522 210	49 121	539 308	66 219
63	Lithuania	0.092	468 085		466 440	(1 645)	481 712	13 627
64	Viet Nam	0.099	440 103		501 930	61 827	518 364	78 261
65	Luxembourg	0.086	426 769		436 020	9 251	450 296	23 527
66	Morocco	0.071	356 129		359 970	3 841	371 756	15 627
67	Costa Rica	0.080	356 068		405 600	49 532	418 880	62 812
68	Azerbaijan	0.063	355 457		319 410	(36 047)	329 868	(25 589)
69	Belarus	0.063	342 397		319 410	(22 987)	329 868	(12 529)
70	Dominican Republic	0.068	322 411		344 760	22 349	356 048	33 637
71	Latvia	0.061	317 742		309 270	(8 472)	319 396	1 654
72	Bahrain	0.065	308 283		329 550	21 267	340 340	32 057
73	Lebanon	0.061	304 682		309 270	4 588	319 396	14 714
74	Bulgaria	0.059	296 352		299 130	2 778	308 924	12 572
75	Panama	0.058	257 904		294 060	36 156	303 688	45 784
76	Cyprus	0.046	256 897		233 220	(23 677)	240 856	(16 041)
77	Estonia	0.050	250 703		253 500	2 797	261 800	11 097
78	Sri Lanka	0.057	245 576		288 990	43 414	298 452	52 876
79	Trinidad and Tobago	0.052	242 708		263 640	20 932	272 272	29 564
80	Guatemala	0.046	207 922		233 220	25 298	240 856	32 934
81	Serbia	0.036	195 656		182 520	(13 136)	188 496	(7 160)
82	Turkmenistan	0.043	193 794		218 010	24 216	225 148	31 354
83	Uzbekistan	0.041	178 934		207 870	28 936	214 676	35 742
84	Brunei Darussalam	0.032	175 730		162 240	(13 490)	167 552	(8 178)
85	Tunisia	0.032	172 465		162 240	(10 225)	167 552	(4 913)
86	Iceland	0.036	166 271		182 520	16 249	188 496	22 225
87	Kenya	0.031	137 282		157 170	19 888	162 316	25 034
88	Jordan	0.027	133 682		136 890	3 208	141 372	7 690
89	Syrian Arab Republic	0.014	113 817		70 980	(42 837)	73 304	(40 513)
90	Malta	0.022	107 958		111 540	3 582	115 192	7 234
91	Bahamas	0.023	103 961		116 610	12 649	120 428	16 467
92	Gabon	0.019	103 625		96 330	(7 295)	99 484	(4 141)
93	Ghana	0.019	100 360		96 330	(4 030)	99 484	(876)
94	Paraguay	0.021	98 896		106 470	7 574	109 956	11 060
95	Bolivia, Plurinational State of	0.021	92 366		106 470	14 104	109 956	17 590
96	Botswana	0.018	91 298		91 260	(38)	94 248	2 950
97	El Salvador	0.016	86 232		81 120	(5 112)	83 776	(2 456)
98	Equatorial Guinea	0.021	85 836		106 470	20 634	109 956	24 120
99	Bosnia and Herzegovina	0.016	82 967		81 120	(1 847)	83 776	809
100	Cameroon	0.017	75 705		86 190	10 485	89 012	13 307
101	Mauritius	0.014	74 637		70 980	(3 657)	73 304	(1 333)
102	Côte d'Ivoire	0.017	72 440		86 190	13 750	89 012	16 572
103	Monaco	0.014	68 107		70 980	2 873	73 304	5 197
104	Namibia	0.012	63 042		60 840	(2 202)	62 832	(210)
105	Angola	0.010	57 977		50 700	(7 277)	52 360	(5 617)
106	Bangladesh	0.010	57 977		50 700	(7 277)	52 360	(5 617)
107	Ethiopia	0.010	57 977		50 700	(7 277)	52 360	(5 617)
108	Myanmar	0.010	57 977		50 700	(7 277)	52 360	(5 617)
109	Sudan	0.010	57 977		50 700	(7 277)	52 360	(5 617)

			40 C/5			
			39 C/5			
Member States (by descending assessment amount)	UNESCO scale 2019 in %	Total Assessment 2018-2019 (*) in \$	Scenario \$518M		Scenario \$534.6M	
			Assessment of \$507 000 000	Var. vs 39 C/5 in \$	Assessment of \$523 600 000	Var. vs 39 C/5 in \$
110	United Republic of Tanzania	0.010	57 977			
111	Yemen	0.010	57 977			
112	Honduras	0.012	56 512			
113	Jamaica	0.010	54 712			
114	Uganda	0.010	54 712			
115	Albania	0.010	51 447			
116	Democratic Republic of the Congo	0.010	51 447			
117	Georgia	0.010	51 447			
118	Palestine	0.010	48 182			
119	Zambia	0.010	48 182			
120	Papua New Guinea	0.013	45 984			
121	Barbados	0.009	45 649			
122	North Macedonia	0.009	45 649			
123	Afghanistan	0.009	42 384			
124	Armenia	0.009	42 384			
125	Nepal	0.009	42 384			
126	Congo	0.008	39 851			
127	Senegal	0.009	39 119			
128	Democratic People's Republic of Korea	0.008	36 586			
129	Andorra	0.006	34 786			
130	Suriname	0.006	34 786			
131	Cambodia	0.008	33 321			
132	Mongolia	0.006	31 521			
133	South Sudan	0.008	30 056			
134	Chad	0.005	28 988			
135	Nicaragua	0.006	28 256			
136	Zimbabwe	0.006	28 256			
137	Montenegro	0.005	25 723			
138	Mozambique	0.005	25 723			
139	Tajikistan	0.005	25 723			
140	Lao People's Democratic Republic	0.006	24 991			
141	Burkina Faso	0.004	23 191			
142	Republic of Moldova	0.004	23 191			
143	Madagascar	0.005	22 458			
144	Mali	0.005	22 458			
145	Benin	0.004	19 926			
146	Fiji	0.004	19 926			
147	Haiti	0.004	19 926			
148	Maldives	0.005	19 193			
149	San Marino	0.003	17 393			
150	Timor-Leste	0.003	17 393			
151	Guinea	0.004	16 661			
152	Rwanda	0.004	16 661			
153	Antigua and Barbuda	0.003	14 128			
154	Eswatini	0.003	14 128			
155	Guyana	0.003	14 128			
156	Kyrgyzstan	0.003	14 128			
157	Malawi	0.003	14 128			
158	Mauritania	0.003	14 128			
159	Niger	0.003	14 128			
160	Seychelles	0.003	10 863			
161	Togo	0.003	10 863			
162	Belize	0.001	5 798			
163	Bhutan	0.001	5 798			
164	Burundi	0.001	5 798			
165	Cabo Verde	0.001	5 798			
166	Central African Republic	0.001	5 798			
167	Comoros	0.001	5 798			
168	Cook Islands	0.001	5 798			
			50 700	(7 277)	52 360	(5 617)
			50 700	(7 277)	52 360	(5 617)
			60 840	4 328	62 832	6 320
			50 700	(4 012)	52 360	(2 352)
			50 700	(4 012)	52 360	(2 352)
			50 700	(747)	52 360	913
			50 700	(747)	52 360	913
			50 700	(747)	52 360	913
			50 700	2 518	52 360	4 178
			50 700	2 518	52 360	4 178
			65 910	19 926	68 068	22 084
			45 630	(19)	47 124	1 475
			45 630	(19)	47 124	1 475
			45 630	3 246	47 124	4 740
			45 630	3 246	47 124	4 740
			45 630	3 246	47 124	4 740
			40 560	709	41 888	2 037
			45 630	6 511	47 124	8 005
			40 560	3 974	41 888	5 302
			30 420	(4 366)	31 416	(3 370)
			30 420	(4 366)	31 416	(3 370)
			40 560	7 239	41 888	8 567
			30 420	(1 101)	31 416	(105)
			40 560	10 504	41 888	11 832
			25 350	(3 638)	26 180	(2 808)
			30 420	2 164	31 416	3 160
			30 420	2 164	31 416	3 160
			25 350	(373)	26 180	457
			25 350	(373)	26 180	457
			25 350	(373)	26 180	457
			30 420	5 429	31 416	6 425
			20 280	(2 911)	20 944	(2 247)
			20 280	(2 911)	20 944	(2 247)
			25 350	2 892	26 180	3 722
			25 350	2 892	26 180	3 722
			20 280	354	20 944	1 018
			20 280	354	20 944	1 018
			25 350	6 157	26 180	6 987
			15 210	(2 183)	15 708	(1 685)
			15 210	(2 183)	15 708	(1 685)
			20 280	3 619	20 944	4 283
			20 280	3 619	20 944	4 283
			15 210	1 082	15 708	1 580
			15 210	1 082	15 708	1 580
			15 210	1 082	15 708	1 580
			15 210	1 082	15 708	1 580
			15 210	1 082	15 708	1 580
			15 210	1 082	15 708	1 580
			15 210	4 347	15 708	4 845
			15 210	4 347	15 708	4 845
			5 070	(728)	5 236	(562)
			5 070	(728)	5 236	(562)
			5 070	(728)	5 236	(562)
			5 070	(728)	5 236	(562)
			5 070	(728)	5 236	(562)
			5 070	(728)	5 236	(562)
			5 070	(728)	5 236	(562)
			5 070	(728)	5 236	(562)
			5 070	(728)	5 236	(562)

			40 C/5				
			Scenario \$518M		Scenario \$534.6M		
Member States (by descending assessment amount)		UNESCO scale 2019 in %	Total Assessment 2018-2019 (*) in \$	Assessment of \$507 000 000	Var. vs 39 C/5 in \$	Assessment of \$523 600 000	Var. vs 39 C/5 in \$
169	Djibouti	0.001	5 798	5 070	(728)	5 236	(562)
170	Dominica	0.001	5 798	5 070	(728)	5 236	(562)
171	Eritrea	0.001	5 798	5 070	(728)	5 236	(562)
172	Gambia	0.001	5 798	5 070	(728)	5 236	(562)
173	Grenada	0.001	5 798	5 070	(728)	5 236	(562)
174	Guinea-Bissau	0.001	5 798	5 070	(728)	5 236	(562)
175	Kiribati	0.001	5 798	5 070	(728)	5 236	(562)
176	Lesotho	0.001	5 798	5 070	(728)	5 236	(562)
177	Liberia	0.001	5 798	5 070	(728)	5 236	(562)
178	Marshall Islands	0.001	5 798	5 070	(728)	5 236	(562)
179	Micronesia, Federated States of	0.001	5 798	5 070	(728)	5 236	(562)
180	Nauru	0.001	5 798	5 070	(728)	5 236	(562)
181	Niue	0.001	5 798	5 070	(728)	5 236	(562)
182	Palau	0.001	5 798	5 070	(728)	5 236	(562)
183	Saint Kitts and Nevis	0.001	5 798	5 070	(728)	5 236	(562)
184	Saint Lucia	0.001	5 798	5 070	(728)	5 236	(562)
185	Saint Vincent and the Grenadines	0.001	5 798	5 070	(728)	5 236	(562)
186	Samoa	0.001	5 798	5 070	(728)	5 236	(562)
187	Sao Tome and Principe	0.001	5 798	5 070	(728)	5 236	(562)
188	Sierra Leone	0.001	5 798	5 070	(728)	5 236	(562)
189	Solomon Islands	0.001	5 798	5 070	(728)	5 236	(562)
190	Somalia	0.001	5 798	5 070	(728)	5 236	(562)
191	Tonga	0.001	5 798	5 070	(728)	5 236	(562)
192	Tuvalu	0.001	5 798	5 070	(728)	5 236	(562)
193	Vanuatu	0.001	5 798	5 070	(728)	5 236	(562)
TOTAL		100.000	506 532 100	507 000 000	467 900	523 600 000	17 067 900

(*) excluding 2018 assessment on USA/Israel

Annexes



Annex I – Budget summary

Integrated budget based on the Appropriated Regular Programme Budget of \$507 million

PART		Breakdown by operational and staff			Breakdown by source of funds											Total
		Operational budget	Staff budget	Total	Appropriated Regular Programme Budget ¹ \$507M		Total Appropriated regular programme budget (RP)	Special account for Management costs		Total Special account for management costs	Revenue generating funds		Total Revenue Generating Fund	Voluntary contribution	Gap	
					Operational budget	Staff budget		Operational budget	Staff budget		Operational budget	Staff budget				
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
PART I - GENERAL POLICY AND DIRECTION																
A. Governing bodies		8 461 100	2 184 400	10 645 500	8 461 100	2 184 400	10 645 500	–	–	–	–	–	–	–	10 645 500	
B. Direction																
1.	Directorate	1 245 900	8 057 000	9 302 900	780 000	5 109 000	5 889 000	465 900	2 948 000	3 413 900	–	–	–	–	9 302 900	
2.	Internal Oversight	459 400	6 716 900	7 176 300	427 800	4 077 900	4 505 700	31 600	2 639 000	2 670 600	–	–	–	–	7 176 300	
3.	International Standards and Legal Affairs	239 100	4 416 700	4 655 800	143 100	2 725 700	2 868 800	96 000	1 691 000	1 787 000	–	–	–	–	4 655 800	
4.	Ethics	297 800	820 000	1 117 800	193 800	517 000	710 800	104 000	303 000	407 000	–	–	–	–	1 117 800	
Total, I.B		2 242 200	20 010 600	22 252 800	1 544 700	12 429 600	13 974 300	697 500	7 581 000	8 278 500	–	–	–	–	22 252 800	
C. Participation in the Joint Machinery of the United Nations System		23 155 400	–	23 155 400	23 155 400	–	23 155 400	–	–	–	–	–	–	–	23 155 400	
TOTAL, PART I		33 858 700	22 195 000	56 053 700	33 161 200	14 614 000	47 775 200	697 500	7 581 000	8 278 500	–	–	–	–	56 053 700	
PART II - PROGRAMMES AND PROGRAMME-RELATED SERVICES																
A. Programmes																
I	EDUCATION		54 093 900	54 093 900		54 093 900	54 093 900	–	–	–	–	–	–	–	54 093 900	
I.1	Support Member States in the implementation of SDG 4	270 873 700		270 873 700	9 722 700		9 722 700	–	–	–	–	–	97 160 000	163 991 000	270 873 700	
I.2	Lead SDG 4–Education 2030 coordination and reviewing / monitoring	22 300 400		22 300 400	2 224 400		2 224 400	–	–	–	–	–	4 301 000	15 775 000	22 300 400	
Total, I		293 174 100	54 093 900	347 268 000	11 947 100	54 093 900	66 041 000	–	–	–	–	–	101 461 000	179 766 000	347 268 000	
UNESCO Education institutes																
	UNESCO International Bureau of Education (IBE)	13 502 700		13 502 700	3 502 700		3 502 700	–	–	–	–	–	–	10 000 000	13 502 700	
	UNESCO International Institute for Educational Planning (IIEP)	54 147 500		54 147 500	3 703 500		3 703 500	–	–	–	–	–	12 444 000	38 000 000	54 147 500	
	UNESCO Institute for Lifelong Learning (UIL)	9 366 200		9 366 200	1 356 200		1 356 200	–	–	–	–	–	3 910 000	4 100 000	9 366 200	
	UNESCO Institute for Information Technologies in Education (IITE)	2 011 900		2 011 900	620 900		620 900	–	–	–	–	–	391 000	1 000 000	2 011 900	

¹ The Appropriated Regular Programme Budget consists of assessed contributions on Member States.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

PART		Breakdown by operational and staff			Breakdown by source of funds											Total
		Operational budget	Staff budget	Total	Appropriated Regular Programme Budget ¹ \$507M		Total Appropriated regular programme budget (RP)	Special account for Management costs		Total Special account for management costs	Revenue generating funds		Total Revenue Generating Fund	Voluntary contribution	Gap	
					Operational budget	Staff budget		Operational budget	Staff budget		Operational budget	Staff budget				
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	UNESCO International Institute for Capacity-Building in Africa (IICBA)	3 714 000		3 714 000	1 714 000		1 714 000	–		–	–	–	–	–	2 000 000	3 714 000
	UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC)	2 499 300		2 499 300	1 499 300		1 499 300	–		–	–	–	–	–	1 000 000	2 499 300
	UNESCO Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP)	8 054 600		8 054 600	426 600		426 600	–		–	–	–	–	–	7 628 000	8 054 600
	Total, UNESCO Education institutes	93 296 200	–	93 296 200	12 823 200	–	12 823 200	–	–	–	–	–	–	16 745 000	63 728 000	93 296 200
	TOTAL, MAJOR PROGRAMME I	386 470 300	54 093 900	440 564 200	24 770 300	54 093 900	78 864 200	–	–	–	–	–	–	118 206 000	243 494 000	440 564 200
II	NATURAL SCIENCES		28 833 800	28 833 800		28 833 800										28 833 800
II.1	Harnessing the sciences, including the basic sciences, technology and innovation and knowledge for sustainable development	29 361 900		29 361 900	1 974 200		1 974 200	–		–	–	–	–	15 583 100	11 804 600	29 361 900
II.2	Advancing science for sustainable management of natural resources, disaster risk reduction and climate change action	22 012 300		22 012 300	1 609 800		1 609 800	–		–	–	–	–	5 566 400	14 836 100	22 012 300
II.3	Improving knowledge and strengthening capacities at all levels to achieve water security	27 841 600		27 841 600	3 516 300		3 516 300	–		–	–	–	–	11 507 100	12 818 200	27 841 600
	Total, II	79 215 800	28 833 800	108 049 600	7 100 300	28 833 800	35 934 100	–	–	–	–	–	–	32 656 600	39 458 900	108 049 600
	UNESCO science institutes - Abdus Salam International Centre for Theoretical Physics (ICTP)	46 263 500		46 263 500	663 500		663 500	–		–	–	–	–	45 600 000	–	46 263 500
	Total, UNESCO science institutes	46 263 500	–	46 263 500	663 500	–	663 500	–		–	–	–	–	45 600 000	–	46 263 500
	TOTAL, MAJOR PROGRAMME II	125 479 300	28 833 800	154 313 100	7 763 800	28 833 800	36 597 600	–	–	–	–	–	–	78 256 600	39 458 900	154 313 100
	INTERGOVERNMENTAL OCEANOGRAPHIC COMMISSION		8 110 700	8 110 700		8 110 700				–		–	–			8 110 700
	IOC 1 Promoting knowledge and capacity for protecting and sustainably managing the ocean and coasts	17 925 700		17 925 700	2 165 500		2 165 500			–	–	–	–	2 600 000	13 160 200	17 925 700
	TOTAL, COI	17 925 700	8 110 700	26 036 400	2 165 500	8 110 700	10 276 200	–	–	–	–	–	–	2 600 000	13 160 200	26 036 400

¹ The Appropriated Regular Programme Budget consists of assessed contributions on Member States.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

PART		Breakdown by operational and staff			Breakdown by source of funds											Total	
		Operational budget	Staff budget	Total	Appropriated Regular Programme Budget¹ \$507M		Total Appropriated regular programme budget (RP)	Special account for Management costs		Total Special account for management costs	Revenue generating funds		Total Revenue Generating Fund	Voluntary contribution	Gap		
					Operational budget	Staff budget		Operational budget	Staff budget		Operational budget	Staff budget					
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
III	SOCIAL AND HUMAN SCIENCES		19 351 100	19 351 100		19 351 100	19 351 100		–		–		–			19 351 100	
III.1	Mobilizing knowledge and embedding rights and ethics to foster and achieve social inclusion and equitable societies	26 439 600		26 439 600	3 277 600		3 277 600		–		–		–	14 768 000	8 394 000	26 439 600	
III.2	Fostering intercultural dialogue and engaging young women and men for peaceful and participatory societies	21 420 100		21 420 100	2 082 100		2 082 100		–		–		–	3 751 000	15 587 000	21 420 100	
	TOTAL, MAJOR PROGRAMME III	47 859 700	19 351 100	67 210 800	5 359 700	19 351 100	24 710 800		–	–	–	–	–	18 519 000	23 981 000	67 210 800	
IV	CULTURE		35 839 100	35 839 100		35 839 100	35 839 100		–		–		–			35 839 100	
IV.1	Protecting, conserving, promoting and transmitting culture and heritage for dialogue and development	127 003 900		127 003 900	4 534 200		4 534 200				–		–	59 527 500	62 942 200	127 003 900	
IV.2	Fostering creativity and the diversity of cultural expressions, as well as the safeguarding of intangible cultural heritage for sustainable development	56 040 100		56 040 100	4 498 000		4 498 000				–		–	16 378 500	35 163 600	56 040 100	
	TOTAL, MAJOR PROGRAMME IV	183 044 000	35 839 100	218 883 100	9 032 200	35 839 100	44 871 300		–	–	–	–	–	75 906 000	98 105 800	218 883 100	
V	COMMUNICATION AND INFORMATION		18 669 600	18 669 600		18 669 600	18 669 600		–		–		–			18 669 600	
V.1	Fostering freedom of expression online and offline, promoting all aspects of the safety of journalists, advancing diversity and participation in media, and supporting independent media	21 050 000		21 050 000	1 793 000		1 793 000				–		–	7 110 000	12 147 000	21 050 000	
V.2	Building knowledge societies through ICTs by enabling universal access to, and preservation of, information and knowledge	10 491 900		10 491 900	2 384 900		2 384 900				–		–	3 385 000	4 722 000	10 491 900	
	TOTAL, MAJOR PROGRAMME V	31 541 900	18 669 600	50 211 500	4 177 900	18 669 600	22 847 500		–	–	–	–	–	10 495 000	16 869 000	50 211 500	
	UNESCO Institute for Statistics	29 013 600		29 013 600	7 814 800		7 814 800		–		–		–	6 486 900	14 711 900	29 013 600	
	Management of Field Offices	33 840 600	55 921 800	89 762 400	31 503 500	55 921 800	87 425 300		–		–	141 800	141 800	1 995 300	200 000	89 762 400	
	Supplementary funding for the Field Network Reform		–	–	–											–	
	Total, II.A	855 175 100	220 820 000	1 075 995 100	92 587 700	220 820 000	313 407 700		–	–	–	141 800	–	141 800	312 464 800	449 980 800	1 075 995 100

¹ The Appropriated Regular Programme Budget consists of assessed contributions on Member States.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

PART		Breakdown by operational and staff			Breakdown by source of funds											
		Operational budget	Staff budget	Total	Appropriated Regular Programme Budget ¹ \$507M		Total Appropriated regular programme budget (RP)	Special account for Management costs		Total Special account for management costs	Revenue generating funds		Total Revenue Generating Fund	Voluntary contribution	Gap	Total
					Operational budget	Staff budget		Operational budget	Staff budget		Operational budget	Staff budget				
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
B. Programme-related services																
1. Sector for Priority Africa and External Relations																
A.	Office of the ADG and Field Coordination	261 000	2 151 500	2 412 500	261 000	2 151 500	2 412 500	–		–	–		–			2 412 500
B.	Coordination and monitoring of action to benefit Africa	1 052 500	3 256 300	4 308 800	446 600	3 256 300	3 702 900			–	–		–	605 900		4 308 800
C.	External relations	1 687 600	8 453 500	10 141 100	1 067 600	8 453 500	9 521 100	–		–	400 000		400 000		220 000	10 141 100
Subtotal, II.B.1		3 001 100	13 861 300	16 862 400	1 775 200	13 861 300	15 636 500	–	–	–	400 000	–	400 000	605 900	220 000	16 862 400
2. Coordination and monitoring of action to implement Gender Equality		302 200	1 614 100	1 916 300	302 200	1 614 100	1 916 300			–			–			1 916 300
3.	Strategic planning	864 900	10 727 500	11 592 400	775 200	6 062 500	6 837 700	89 700	4 665 000	4 754 700			–			11 592 400
4.	Public information	4 955 300	8 567 500	13 522 800	828 300	8 389 500	9 217 800			–	2 927 000	178 000	3 105 000		1 200 000	13 522 800
Total, II.B		9 123 500	34 770 400	43 893 900	3 680 900	29 927 400	33 608 300	89 700	4 665 000	4 754 700	3 327 000	178 000	3 505 000	605 900	1 420 000	43 893 900
C. Participation Programme and Fellowships		12 049 300	1 398 700	13 448 000	11 929 300	1 398 700	13 328 000	–		–	–		–	120 000	–	13 448 000
TOTAL, PART II		876 347 900	256 989 100	1 133 337 000	108 197 900	252 146 100	360 344 000	89 700	4 665 000	4 754 700	3 468 800	178 000	3 646 800	313 190 700	451 400 800	1 133 337 000
PART III - CORPORATE SERVICES																
Sector for Administration and Management																–
A.	Office of the ADG of the Administration and Management Sector	264 100	1 702 200	1 966 300	127 200	962 200	1 089 400	1 900	740 000	741 900			–	135 000		1 966 300
B.	Human resources management	17 988 100	14 358 000	32 346 100	11 518 600	12 415 000	23 933 600	4 499 500	1 743 000	6 242 500		200 000	200 000		1 970 000	32 346 100
C.	Financial management	1 182 800	14 210 300	15 393 100	552 600	9 335 300	9 887 900	520 200	4 875 000	5 395 200			–	110 000		15 393 100
D.	Operational Support and the support for the organization of conferences, languages and documents	27 878 400	30 621 700	58 500 100	6 320 200	20 570 700	26 890 900			–	21 208 200	10 051 000	31 259 200		350 000	58 500 100
E.	Organization-wide knowledge management	1 150 300	9 324 000	10 474 300	700 300	9 324 000	10 024 300			–			–	300 000	150 000	10 474 300
F.	ICT Infrastructure and Operations	696 700	7 003 600	7 700 300	308 100	4 430 600	4 738 700	388 600	2 573 000	2 961 600			–			7 700 300
G.	Management of security and safety	2 329 200	11 635 400	13 964 600	2 329 200	7 520 400	9 849 600			–		4 115 000	4 115 000			13 964 600
TOTAL, PART III		51 489 600	88 855 200	140 344 800	21 856 200	64 558 200	86 414 400	5 410 200	9 931 000	15 341 200	21 208 200	14 366 000	35 574 200	545 000	2 470 000	140 344 800
TOTAL, PARTS I - III		961 696 200	368 039 300	1 329 735 500	163 215 300	331 318 300	494 533 600	6 197 400	22 177 000	28 374 400	24 677 000	14 544 000	39 221 000	313 735 700	453 870 800	1 329 735 500

¹ The Appropriated Regular Programme Budget consists of assessed contributions on Member States.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

PART	Breakdown by operational and staff			Breakdown by source of funds											Total
	Operational budget	Staff budget	Total	Appropriated Regular Programme Budget ¹ \$507M		Total Appropriated regular programme budget (RP)	Special account for Management costs		Total Special account for management costs	Revenue generating funds		Total Revenue Generating Fund	Voluntary contribution	Gap	
				Operational budget	Staff budget		Operational budget	Staff budget		Operational budget	Staff budget				
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Reserve for Staffing Adjustments	–	1 000 000	1 000 000		1 000 000	1 000 000			–			–			1 000 000
Reserve for the After Service Health Insurance long-term liability (ASHI)	–	3 314 800	3 314 800		3 314 800	3 314 800			–			–			3 314 800
PART IV - LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING	3 366 300	–	3 366 300	3 366 300		3 366 300			–			–			3 366 300
PART V - ANTICIPATED COST INCREASES	585 300	4 200 000	4 785 300	585 300	4 200 000	4 785 300			–			–			4 785 300
TOTAL, PARTS I - V	965 647 800	376 554 100	1 342 201 900	167 166 900	339 833 100	507 000 000	6 197 400	22 177 000	28 374 400	24 677 000	14 544 000	39 221 000	313 735 700	453 870 800	1 342 201 900
Offsetting related to management costs recovery from voluntary contributions			(28 374 400)												(28 374 400)
Offsetting related to the estimated internal charge back for Revenue-generating Funds			(12 359 200)												(12 359 200)
TOTAL BUDGET			1 301 468 300												1 301 468 300

1 The Appropriated Regular Programme Budget consists of assessed contributions on Member States.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Annex I - Budget summary

Integrated budget based on the Appropriated Regular Programme Budget of \$518 million

PART		Breakdown by operational and staff			Breakdown by source of funds											
		Operational budget	Staff budget	Total	Appropriated Regular Programme Budget¹ \$518M		Total Appropriated regular programme budget (RP)	Special account for Management costs		Total Special account for management costs	Revenue generating funds		Total Revenue Generating Fund	Voluntary contribution	Gap	Total
					Operational budget	Staff budget		Operational budget	Staff budget		Operational budget	Staff budget				
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
PART I - GENERAL POLICY AND DIRECTION																
A. Governing bodies		8 461 100	2 184 400	10 645 500	8 461 100	2 184 400	10 645 500	-	-	-	-	-	-	-	-	10 645 500
B. Direction																
1.	Directorate	1 245 900	8 057 000	9 302 900	780 000	5 109 000	5 889 000	465 900	2 948 000	3 413 900	-	-	-	-	-	9 302 900
2.	Internal Oversight	459 400	6 716 900	7 176 300	427 800	4 077 900	4 505 700	31 600	2 639 000	2 670 600	-	-	-	-	-	7 176 300
3.	International Standards and Legal Affairs	239 100	4 416 700	4 655 800	143 100	2 725 700	2 868 800	96 000	1 691 000	1 787 000	-	-	-	-	-	4 655 800
4.	Ethics	297 800	820 000	1 117 800	193 800	517 000	710 800	104 000	303 000	407 000	-	-	-	-	-	1 117 800
Total, I.B		2 242 200	20 010 600	22 252 800	1 544 700	12 429 600	13 974 300	697 500	7 581 000	8 278 500	-	-	-	-	-	22 252 800
C. Participation in the Joint Machinery of the United Nations System		23 155 400	-	23 155 400	23 155 400	-	23 155 400	-	-	-	-	-	-	-	-	23 155 400
TOTAL, PART I		33 858 700	22 195 000	56 053 700	33 161 200	14 614 000	47 775 200	697 500	7 581 000	8 278 500	-	-	-	-	-	56 053 700
PART II - PROGRAMMES AND PROGRAMME-RELATED SERVICES																
A. Programmes																
I	EDUCATION		54 093 900	54 093 900		54 093 900	54 093 900	-	-	-	-	-	-	-	-	54 093 900
I.1	Support Member States in the implementation of SDG 4	272 387 500		272 387 500	11 236 500		11 236 500	-	-	-	-	-	-	97 160 000	163 991 000	272 387 500
I.2	Lead SDG 4–Education 2030 coordination and reviewing / monitoring	22 646 700		22 646 700	2 570 700		2 570 700	-	-	-	-	-	-	4 301 000	15 775 000	22 646 700
Total, I		295 034 200	54 093 900	349 128 100	13 807 200	54 093 900	67 901 100	-	-	-	-	-	-	101 461 000	179 766 000	349 128 100
UNESCO Education institutes																
	UNESCO International Bureau of Education (IBE)	14 048 100		14 048 100	4 048 100		4 048 100	-	-	-	-	-	-	-	10 000 000	14 048 100
	UNESCO International Institute for Educational Planning (IIEP)	54 724 200		54 724 200	4 280 200		4 280 200	-	-	-	-	-	-	12 444 000	38 000 000	54 724 200
	UNESCO Institute for Lifelong Learning (UIL)	9 577 400		9 577 400	1 567 400		1 567 400	-	-	-	-	-	-	3 910 000	4 100 000	9 577 400
	UNESCO Institute for Information Technologies in Education (IITE)	2 108 600		2 108 600	717 600		717 600	-	-	-	-	-	-	391 000	1 000 000	2 108 600
	UNESCO International Institute for Capacity-Building in Africa (IICBA)	3 980 900		3 980 900	1 980 900		1 980 900	-	-	-	-	-	-	-	2 000 000	3 980 900

¹ The Appropriated Regular Programme Budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

PART		Breakdown by operational and staff			Breakdown by source of funds											
		Operational budget	Staff budget	Total	Appropriated Regular Programme Budget¹ \$518M		Total Appropriated regular programme budget (RP)	Special account for Management costs		Total Special account for management costs	Revenue generating funds		Total Revenue Generating Fund	Voluntary contribution	Gap	Total
					Operational budget	Staff budget		Operational budget	Staff budget		Operational budget	Staff budget				
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC)	2 732 800		2 732 800	1 732 800		1 732 800	–		–	–		–	–	1 000 000	2 732 800
	UNESCO Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP)	8 121 000		8 121 000	493 000		493 000	–		–	–		–	–	7 628 000	8 121 000
	Total, UNESCO Education institutes	95 293 000	–	95 293 000	14 820 000	–	14 820 000	–	–	–	–	–	–	16 745 000	63 728 000	95 293 000
	TOTAL, MAJOR PROGRAMME I	390 327 200	54 093 900	444 421 100	28 627 200	54 093 900	82 721 100	–	–	–	–	–	–	118 206 000	243 494 000	444 421 100
II	NATURAL SCIENCES		28 833 800	28 833 800		28 833 800	28 833 800									28 833 800
II.1	Harnessing the sciences, including the basic sciences, technology and innovation and knowledge for sustainable development	29 817 400		29 817 400	2 429 700		2 429 700	–		–	–		–	15 583 100	11 804 600	29 817 400
II.2	Advancing science for sustainable management of natural resources, disaster risk reduction and climate change action	22 383 800		22 383 800	1 981 300		1 981 300	–		–	–		–	5 566 400	14 836 100	22 383 800
II.3	Improving knowledge and strengthening capacities at all levels to achieve water security	28 653 200		28 653 200	4 327 900		4 327 900	–		–	–		–	11 507 100	12 818 200	28 653 200
	Total, II	80 854 400	28 833 800	109 688 200	8 738 900	28 833 800	37 572 700	–	–	–	–	–	–	32 656 600	39 458 900	109 688 200
	UNESCO science institutes - Abdus Salam International Centre for Theoretical Physics (ICTP)	46 419 400		46 419 400	819 400		819 400	–		–	–			45 600 000	–	46 419 400
	Total, UNESCO science institutes	46 419 400	–	46 419 400	819 400	–	819 400	–		–	–	–	–	45 600 000	–	46 419 400
	TOTAL, MAJOR PROGRAMME II	127 273 800	28 833 800	156 107 600	9 558 300	28 833 800	38 392 100	–	–	–	–	–	–	78 256 600	39 458 900	156 107 600
	INTERGOVERNMENTAL OCEANOGRAPHIC COMMISSION		8 271 700	8 271 700		8 271 700	8 271 700			–			–			8 271 700
IOC 1	Promoting knowledge and capacity for protecting and sustainably managing the ocean and coasts	18 264 600		18 264 600	2 504 400		2 504 400			–	–		–	2 600 000	13 160 200	18 264 600
	TOTAL, COI	18 264 600	8 271 700	26 536 300	2 504 400	8 271 700	10 776 100	–	–	–	–	–	–	2 600 000	13 160 200	26 536 300

¹ The Appropriated Regular Programme Budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

PART	Breakdown by operational and staff			Breakdown by source of funds											
	Operational budget	Staff budget	Total	Appropriated Regular Programme Budget ¹ \$518M		Total Appropriated regular programme budget (RP)	Special account for Management costs		Total Special account for management costs	Revenue generating funds		Total Revenue Generating Fund	Voluntary contribution	Gap	Total
				Operational budget	Staff budget		Operational budget	Staff budget		Operational budget	Staff budget				
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
III SOCIAL AND HUMAN SCIENCES		19 351 100	19 351 100		19 351 100	19 351 100	–		–			–			19 351 100
III.1 Mobilizing knowledge and embedding rights and ethics to foster and achieve social inclusion and equitable societies	27 166 100		27 166 100	4 004 100		4 004 100	–		–			–	14 768 000	8 394 000	27 166 100
III.2 Fostering intercultural dialogue and engaging young women and men for peaceful and participatory societies	21 884 700		21 884 700	2 546 700		2 546 700	–		–			–	3 751 000	15 587 000	21 884 700
TOTAL, MAJOR PROGRAMME III	49 050 800	19 351 100	68 401 900	6 550 800	19 351 100	25 901 900	–	–	–	–	–	–	18 519 000	23 981 000	68 401 900
IV CULTURE		35 839 100	35 839 100		35 839 100	35 839 100	–		–			–			35 839 100
IV.1 Protecting, conserving, promoting and transmitting culture and heritage for dialogue and development	128 693 300		128 693 300	6 223 600		6 223 600			–			–	59 527 500	62 942 200	128 693 300
IV.2 Fostering creativity and the diversity of cultural expressions, as well as the safeguarding of intangible cultural heritage for sustainable development	56 504 400		56 504 400	4 962 300		4 962 300			–			–	16 378 500	35 163 600	56 504 400
TOTAL, MAJOR PROGRAMME IV	185 197 700	35 839 100	221 036 800	11 185 900	35 839 100	47 025 000	–	–	–	–	–	–	75 906 000	98 105 800	221 036 800
V COMMUNICATION AND INFORMATION		18 669 600	18 669 600		18 669 600	18 669 600	–		–			–			18 669 600
V.1 Fostering freedom of expression online and offline, promoting all aspects of the safety of journalists, advancing diversity and participation in media, and supporting independent media	21 766 000		21 766 000	2 509 000		2 509 000			–			–	7 110 000	12 147 000	21 766 000
V.2 Building knowledge societies through ICTs by enabling universal access to, and preservation of, information and knowledge	10 907 000		10 907 000	2 800 000		2 800 000			–			–	3 385 000	4 722 000	10 907 000
TOTAL, MAJOR PROGRAMME V	32 673 000	18 669 600	51 342 600	5 309 000	18 669 600	23 978 600	–	–	–	–	–	–	10 495 000	16 869 000	51 342 600
UNESCO Institute for Statistics	29 393 800		29 393 800	8 195 000		8 195 000	–		–		–	–	6 486 900	14 711 900	29 393 800
Management of Field Offices	33 840 600	55 921 800	89 762 400	31 503 500	55 921 800	87 425 300	–		–	141 800		141 800	1 995 300	200 000	89 762 400
Supplementary funding for the Field Network Reform	–	–	–	–	–	–									–
Total, II.A	866 021 500	220 981 000	1 087 002 500	103 434 100	220 981 000	324 415 100	–	–	–	141 800	–	141 800	312 464 800	449 980 800	1 087 002 500

¹ The Appropriated Regular Programme Budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

PART	Breakdown by operational and staff			Breakdown by source of funds											Total
	Operational budget	Staff budget	Total	Appropriated Regular Programme Budget ¹ \$518M		Total Appropriated regular programme budget (RP)	Special account for Management costs		Total Special account for manage- ment costs	Revenue generating funds		Total Revenue Generating Fund	Voluntary contribution	Gap	
				Operational budget	Staff budget		Operational budget	Staff budget		Operational budget	Staff budget				
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
B. Programme-related services															
1.	Sector for Priority Africa and External Relations														
A.	Office of the ADG and Field Coordination	261 000	2 151 500	2 412 500	261 000	2 151 500	2 412 500	–	–	–	–	–	–	–	2 412 500
B.	Coordination and monitoring of action to benefit Africa	1 052 500	3 256 300	4 308 800	446 600	3 256 300	3 702 900	–	–	–	–	–	605 900	–	4 308 800
C.	External relations	1 687 600	8 453 500	10 141 100	1 067 600	8 453 500	9 521 100	–	–	400 000	–	400 000	–	220 000	10 141 100
	Subtotal, II.B.1	3 001 100	13 861 300	16 862 400	1 775 200	13 861 300	15 636 500	–	–	–	400 000	–	400 000	605 900	16 862 400
2.	Coordination and monitoring of action to implement Gender Equality	302 200	1 614 100	1 916 300	302 200	1 614 100	1 916 300	–	–	–	–	–	–	–	1 916 300
3.	Strategic planning	864 900	10 727 500	11 592 400	775 200	6 062 500	6 837 700	89 700	4 665 000	4 754 700	–	–	–	–	11 592 400
4.	Public information	4 955 300	8 567 500	13 522 800	828 300	8 389 500	9 217 800	–	–	–	2 927 000	178 000	–	1 200 000	13 522 800
	Total, II.B	9 123 500	34 770 400	43 893 900	3 680 900	29 927 400	33 608 300	89 700	4 665 000	4 754 700	3 327 000	178 000	3 505 000	605 900	43 893 900
C. Participation Programme and Fellowships		12 049 300	1 398 700	13 448 000	11 929 300	1 398 700	13 328 000	–	–	–	–	–	–	120 000	–
TOTAL, PART II		887 194 300	257 150 100	1 144 344 400	119 044 300	252 307 100	371 351 400	89 700	4 665 000	4 754 700	3 468 800	178 000	3 646 800	313 190 700	451 400 800
PART III - CORPORATE SERVICES															
Sector for Administration and Management															–
A.	Office of the ADG of the Administration and Management Sector	264 100	1 702 200	1 966 300	127 200	962 200	1 089 400	1 900	740 000	741 900	–	–	–	135 000	1 966 300
B.	Human resources management	17 988 100	14 358 000	32 346 100	11 518 600	12 415 000	23 933 600	4 499 500	1 743 000	6 242 500	200 000	200 000	–	1 970 000	32 346 100
C.	Financial management	1 182 800	14 210 300	15 393 100	552 600	9 335 300	9 887 900	520 200	4 875 000	5 395 200	–	–	–	110 000	15 393 100
D.	Operational Support and the support for the organization of conferences, languages and documents	27 878 400	30 621 700	58 500 100	6 320 200	20 570 700	26 890 900	–	–	–	21 208 200	10 051 000	31 259 200	–	58 500 100
E.	Organization-wide knowledge management	1 150 300	9 324 000	10 474 300	700 300	9 324 000	10 024 300	–	–	–	–	–	–	300 000	10 474 300
F.	ICT Infrastructure and Operations	696 700	7 003 600	7 700 300	308 100	4 430 600	4 738 700	388 600	2 573 000	2 961 600	–	–	–	–	7 700 300
G.	Management of security and safety	2 329 200	11 635 400	13 964 600	2 329 200	7 520 400	9 849 600	–	–	–	4 115 000	–	4 115 000	–	13 964 600
TOTAL, PART III		51 489 600	88 855 200	140 344 800	21 856 200	64 558 200	86 414 400	5 410 200	9 931 000	15 341 200	21 208 200	14 366 000	35 574 200	545 000	140 344 800
TOTAL, PARTS I - III		972 542 600	368 200 300	1 340 742 900	174 061 700	331 479 300	505 541 000	6 197 400	22 177 000	28 374 400	24 677 000	14 544 000	39 221 000	313 735 700	453 870 800

¹ The Appropriated Regular Programme Budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

PART	Breakdown by operational and staff			Breakdown by source of funds											Total
	Operational budget	Staff budget	Total	Appropriated Regular Programme Budget ¹ \$518M		Total Appropriated regular programme budget (RP)	Special account for Management costs		Total Special account for management costs	Revenue generating funds		Total Revenue Generating Fund	Voluntary contribution	Gap	
				Operational budget	Staff budget		Operational budget	Staff budget		Operational budget	Staff budget				
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Reserve for Staffing Adjustments	–	1 000 000	1 000 000		1 000 000	1 000 000			–			–			1 000 000
Reserve for the After Service Health Insurance long-term liability (ASHI)	–	3 314 800	3 314 800		3 314 800	3 314 800			–			–			3 314 800
PART IV - LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING	3 366 300	–	3 366 300	3 366 300		3 366 300			–			–			3 366 300
PART V - ANTICIPATED COST INCREASES	577 900	4 200 000	4 777 900	577 900	4 200 000	4 777 900			–			–			4 777 900
TOTAL, PARTS I - V	976 486 800	376 715 100	1 353 201 900	178 005 900	339 994 100	518 000 000	6 197 400	22 177 000	28 374 400	24 677 000	14 544 000	39 221 000	313 735 700	453 870 800	1 353 201 900
Offsetting related to management costs recovery from voluntary contributions			(28 374 400)												(28 374 400)
Offsetting related to the estimated internal charge back for Revenue-generating Funds			(12 359 200)												(12 359 200)
TOTAL BUDGET			1 312 468 300												1 312 468 300

¹ The Appropriated Regular Programme Budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Annex I – Budget summary

Integrated budget based on the Appropriated Regular Programme Budget of \$523.6 million

PART		Breakdown by operational and staff			Breakdown by source of funds										Total	
		Operational budget	Staff budget	Total	Appropriated Regular Programme Budget ¹ \$523.6M		Total Appropriated regular programme budget (RP)	Special account for Management costs		Total Special account for management costs	Revenue generating funds		Total Revenue Generating Fund	Voluntary contribution		Gap
					Operational budget	Staff budget		Operational budget	Staff budget		Operational budget	Staff budget				
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
PART I - GENERAL POLICY AND DIRECTION																
A. Governing bodies		8 461 100	2 184 400	10 645 500	8 461 100	2 184 400	10 645 500	–	–	–	–	–	–	–	10 645 500	
B. Direction																
1.	Directorate	1 245 900	8 057 000	9 302 900	780 000	5 109 000	5 889 000	465 900	2 948 000	3 413 900	–	–	–	–	9 302 900	
2.	Internal Oversight	459 400	6 716 900	7 176 300	427 800	4 077 900	4 505 700	31 600	2 639 000	2 670 600	–	–	–	–	7 176 300	
3.	International Standards and Legal Affairs	239 100	4 416 700	4 655 800	143 100	2 725 700	2 868 800	96 000	1 691 000	1 787 000	–	–	–	–	4 655 800	
4.	Ethics	297 800	820 000	1 117 800	193 800	517 000	710 800	104 000	303 000	407 000	–	–	–	–	1 117 800	
Total, I.B		2 242 200	20 010 600	22 252 800	1 544 700	12 429 600	13 974 300	697 500	7 581 000	8 278 500	–	–	–	–	22 252 800	
C. Participation in the Joint Machinery of the United Nations System		27 726 800	–	27 726 800	27 726 800	–	27 726 800	–	–	–	–	–	–	–	27 726 800	
TOTAL, PART I		38 430 100	22 195 000	60 625 100	37 732 600	14 614 000	52 346 600	697 500	7 581 000	8 278 500	–	–	–	–	60 625 100	
PART II - PROGRAMMES AND PROGRAMME-RELATED SERVICES																
A. Programmes																
I EDUCATION			54 093 900	54 093 900		54 093 900	54 093 900	–	–	–	–	–	–	–	54 093 900	
I.1	Support Member States in the implementation of SDG 4	272 387 500		272 387 500	11 236 500		11 236 500	–	–	–	–	–	97 160 000	163 991 000	272 387 500	
I.2	Lead SDG 4–Education 2030 coordination and reviewing / monitoring	22 646 700		22 646 700	2 570 700		2 570 700	–	–	–	–	–	4 301 000	15 775 000	22 646 700	
Total, I		295 034 200	54 093 900	349 128 100	13 807 200	54 093 900	67 901 100	–	–	–	–	–	101 461 000	179 766 000	349 128 100	
UNESCO Education institutes																
	UNESCO International Bureau of Education (IBE)	14 048 100		14 048 100	4 048 100		4 048 100	–	–	–	–	–	–	10 000 000	14 048 100	
	UNESCO International Institute for Educational Planning (IIEP)	54 724 200		54 724 200	4 280 200		4 280 200	–	–	–	–	–	12 444 000	38 000 000	54 724 200	
	UNESCO Institute for Lifelong Learning (UIL)	9 577 400		9 577 400	1 567 400		1 567 400	–	–	–	–	–	3 910 000	4 100 000	9 577 400	
	UNESCO Institute for Information Technologies in Education (IITE)	2 108 600		2 108 600	717 600		717 600	–	–	–	–	–	391 000	1 000 000	2 108 600	

¹ The Appropriated Regular Programme Budget consists of assessed contributions on Member States.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

PART		Breakdown by operational and staff			Breakdown by source of funds											
		Operational budget	Staff budget	Total	Appropriated Regular Programme Budget ¹ \$523.6M		Total Appropriated regular programme budget (RP)	Special account for Management costs		Total Special account for management costs	Revenue generating funds		Total Revenue Generating Fund	Voluntary contribution	Gap	Total
					Operational budget	Staff budget		Operational budget	Staff budget		Operational budget	Staff budget				
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	UNESCO International Institute for Capacity-Building in Africa (IICBA)	3 980 900		3 980 900	1 980 900		1 980 900	–		–	–	–	–	–	2 000 000	3 980 900
	UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC)	2 732 800		2 732 800	1 732 800		1 732 800	–		–	–	–	–	–	1 000 000	2 732 800
	UNESCO Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP)	8 121 000		8 121 000	493 000		493 000	–		–	–	–	–	–	7 628 000	8 121 000
	Total, UNESCO Education institutes	95 293 000	–	95 293 000	14 820 000	–	14 820 000	–	–	–	–	–	–	16 745 000	63 728 000	95 293 000
TOTAL, MAJOR PROGRAMME I		390 327 200	54 093 900	444 421 100	28 627 200	54 093 900	82 721 100	–	–	–	–	–	–	118 206 000	243 494 000	444 421 100
II	NATURAL SCIENCES		28 833 800	28 833 800		28 833 800	28 833 800									28 833 800
II.1	Harnessing the sciences, including the basic sciences, technology and innovation and knowledge for sustainable development	29 817 400		29 817 400	2 429 700		2 429 700	–		–	–	–	–	15 583 100	11 804 600	29 817 400
II.2	Advancing science for sustainable management of natural resources, disaster risk reduction and climate change action	22 383 800		22 383 800	1 981 300		1 981 300	–		–	–	–	–	5 566 400	14 836 100	22 383 800
II.3	Improving knowledge and strengthening capacities at all levels to achieve water security	28 653 200		28 653 200	4 327 900		4 327 900	–		–	–	–	–	11 507 100	12 818 200	28 653 200
	Total, II	80 854 400	28 833 800	109 688 200	8 738 900	28 833 800	37 572 700	–	–	–	–	–	–	32 656 600	39 458 900	109 688 200
UNESCO science institutes - Abdus Salam International Centre for Theoretical Physics (ICTP)		46 419 400		46 419 400	819 400		819 400	–		–	–			45 600 000	–	46 419 400
	Total, UNESCO science institutes	46 419 400	–	46 419 400	819 400	–	819 400	–		–	–	–	–	45 600 000	–	46 419 400
TOTAL, MAJOR PROGRAMME II		127 273 800	28 833 800	156 107 600	9 558 300	28 833 800	38 392 100	–	–	–	–	–	–	78 256 600	39 458 900	156 107 600
INTERGOVERNMENTAL OCEANOGRAPHIC COMMISSION			8 271 700	8 271 700		8 271 700	8 271 700			–		–	–			8 271 700
IOC 1	Promoting knowledge and capacity for protecting and sustainably managing the ocean and coasts	18 264 600		18 264 600	2 504 400		2 504 400			–	–	–	–	2 600 000	13 160 200	18 264 600
TOTAL, COI		18 264 600	8 271 700	26 536 300	2 504 400	8 271 700	10 776 100	–	–	–	–	–	–	2 600 000	13 160 200	26 536 300

¹ The Appropriated Regular Programme Budget consists of assessed contributions on Member States. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

PART	Breakdown by operational and staff			Breakdown by source of funds											
	Operational budget	Staff budget	Total	Appropriated Regular Programme Budget ¹ \$523.6M		Total Appropriated regular programme budget (RP)	Special account for Management costs		Total Special account for management costs	Revenue generating funds		Total Revenue Generating Fund	Voluntary contribution	Gap	Total
				Operational budget	Staff budget		Operational budget	Staff budget		Operational budget	Staff budget				
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
III SOCIAL AND HUMAN SCIENCES		19 351 100	19 351 100		19 351 100	19 351 100	–		–			–			19 351 100
III.1 Mobilizing knowledge and embedding rights and ethics to foster and achieve social inclusion and equitable societies	27 166 100		27 166 100	4 004 100		4 004 100	–		–			–	14 768 000	8 394 000	27 166 100
III.2 Fostering intercultural dialogue and engaging young women and men for peaceful and participatory societies	21 884 700		21 884 700	2 546 700		2 546 700	–		–			–	3 751 000	15 587 000	21 884 700
TOTAL, MAJOR PROGRAMME III	49 050 800	19 351 100	68 401 900	6 550 800	19 351 100	25 901 900	–	–	–	–	–	–	18 519 000	23 981 000	68 401 900
IV CULTURE		35 839 100	35 839 100		35 839 100	35 839 100	–		–			–			35 839 100
IV.1 Protecting, conserving, promoting and transmitting culture and heritage for dialogue and development	128 693 300		128 693 300	6 223 600		6 223 600			–			–	59 527 500	62 942 200	128 693 300
IV.2 Fostering creativity and the diversity of cultural expressions, as well as the safeguarding of intangible cultural heritage for sustainable development	56 504 400		56 504 400	4 962 300		4 962 300			–			–	16 378 500	35 163 600	56 504 400
TOTAL, MAJOR PROGRAMME IV	185 197 700	35 839 100	221 036 800	11 185 900	35 839 100	47 025 000	–	–	–	–	–	–	75 906 000	98 105 800	221 036 800
V COMMUNICATION AND INFORMATION		18 669 600	18 669 600		18 669 600	18 669 600	–		–			–			18 669 600
V.1 Fostering freedom of expression online and offline, promoting all aspects of the safety of journalists, advancing diversity and participation in media, and supporting independent media	21 766 000		21 766 000	2 509 000		2 509 000			–			–	7 110 000	12 147 000	21 766 000
V.2 Building knowledge societies through ICTs by enabling universal access to, and preservation of, information and knowledge	10 907 000		10 907 000	2 800 000		2 800 000			–			–	3 385 000	4 722 000	10 907 000
TOTAL, MAJOR PROGRAMME V	32 673 000	18 669 600	51 342 600	5 309 000	18 669 600	23 978 600	–	–	–	–	–	–	10 495 000	16 869 000	51 342 600
UNESCO Institute for Statistics	29 393 800		29 393 800	8 195 000		8 195 000	–		–			–	6 486 900	14 711 900	29 393 800
Management of Field Offices	33 840 600	55 921 800	89 762 400	31 503 500	55 921 800	87 425 300	–		–	141 800		141 800	1 995 300	200 000	89 762 400
Supplementary funding for the Field Network Reform	–	–	–	–	–	–									–
Total, II.A	866 021 500	220 981 000	1 087 002 500	103 434 100	220 981 000	324 415 100	–	–	–	141 800	–	141 800	312 464 800	449 980 800	1 087 002 500

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For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

PART		Breakdown by operational and staff			Breakdown by source of funds											
		Operational budget	Staff budget	Total	Appropriated Regular Programme Budget ¹ \$523.6M		Total Appropriated regular programme budget (RP)	Special account for Management costs		Total Special account for management costs	Revenue generating funds		Total Revenue Generating Fund	Voluntary contribution	Gap	Total
					Operational budget	Staff budget		Operational budget	Staff budget		Operational budget	Staff budget				
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
B. Programme-related services																
1.	Sector for Priority Africa and External Relations															
A.	Office of the ADG and Field Coordination	261 000	2 151 500	2 412 500	261 000	2 151 500	2 412 500	–		–	–	–	–			2 412 500
B.	Coordination and monitoring of action to benefit Africa	1 052 500	3 256 300	4 308 800	446 600	3 256 300	3 702 900			–	–	–	605 900			4 308 800
C.	External relations	1 687 600	8 453 500	10 141 100	1 067 600	8 453 500	9 521 100	–		–	400 000	400 000		220 000		10 141 100
	Subtotal, II.B.1	3 001 100	13 861 300	16 862 400	1 775 200	13 861 300	15 636 500	–	–	–	400 000	–	400 000	605 900	220 000	16 862 400
2.	Coordination and monitoring of action to implement Gender Equality	302 200	1 614 100	1 916 300	302 200	1 614 100	1 916 300			–		–	–			1 916 300
3.	Strategic planning	864 900	10 727 500	11 592 400	775 200	6 062 500	6 837 700	89 700	4 665 000	4 754 700		–	–			11 592 400
4.	Public information	4 955 300	8 567 500	13 522 800	828 300	8 389 500	9 217 800			–	2 927 000	178 000	3 105 000		1 200 000	13 522 800
	Total, II.B	9 123 500	34 770 400	43 893 900	3 680 900	29 927 400	33 608 300	89 700	4 665 000	4 754 700	3 327 000	178 000	3 505 000	605 900	1 420 000	43 893 900
C. Participation Programme and Fellowships		12 049 300	1 398 700	13 448 000	11 929 300	1 398 700	13 328 000	–		–	–	–	–	120 000	–	13 448 000
TOTAL, PART II		887 194 300	257 150 100	1 144 344 400	119 044 300	252 307 100	371 351 400	89 700	4 665 000	4 754 700	3 468 800	178 000	3 646 800	313 190 700	451 400 800	1 144 344 400
PART III - CORPORATE SERVICES																
Sector for Administration and Management																–
A.	Office of the ADG of the Administration and Management Sector	264 100	1 702 200	1 966 300	127 200	962 200	1 089 400	1 900	740 000	741 900			–	135 000		1 966 300
B.	Human resources management	17 988 100	14 358 000	32 346 100	11 518 600	12 415 000	23 933 600	4 499 500	1 743 000	6 242 500		200 000	200 000		1 970 000	32 346 100
C.	Financial management	1 182 800	14 210 300	15 393 100	552 600	9 335 300	9 887 900	520 200	4 875 000	5 395 200			–	110 000		15 393 100
D.	Operational Support and the support for the organization of conferences, languages and documents	27 878 400	30 621 700	58 500 100	6 320 200	20 570 700	26 890 900			–	21 208 200	10 051 000	31 259 200		350 000	58 500 100
E.	Organization-wide knowledge management	1 150 300	9 324 000	10 474 300	700 300	9 324 000	10 024 300			–			–	300 000	150 000	10 474 300
F.	ICT Infrastructure and Operations	696 700	7 003 600	7 700 300	308 100	4 430 600	4 738 700	388 600	2 573 000	2 961 600			–			7 700 300
G.	Management of security and safety	2 329 200	11 635 400	13 964 600	2 329 200	7 520 400	9 849 600			–	4 115 000		4 115 000			13 964 600
TOTAL, PART III		51 489 600	88 855 200	140 344 800	21 856 200	64 558 200	86 414 400	5 410 200	9 931 000	15 341 200	21 208 200	14 366 000	35 574 200	545 000	2 470 000	140 344 800
TOTAL, PARTS I - III		977 114 000	368 200 300	1 345 314 300	178 633 100	331 479 300	510 112 400	6 197 400	22 177 000	28 374 400	24 677 000	14 544 000	39 221 000	313 735 700	453 870 800	1 345 314 300

¹ The Appropriated Regular Programme Budget consists of assessed contributions on Member States.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

PART	Breakdown by operational and staff			Breakdown by source of funds											Total
	Operational budget	Staff budget	Total	Appropriated Regular Programme Budget ¹ \$523.6M		Total Appropriated regular programme budget (RP)	Special account for Management costs		Total Special account for management costs	Revenue generating funds		Total Revenue Generating Fund	Voluntary contribution	Gap	
				Operational budget	Staff budget		Operational budget	Staff budget		Operational budget	Staff budget				
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Reserve for Staffing Adjustments	-	1 000 000	1 000 000		1 000 000	1 000 000				-			-		1 000 000
Reserve for the After Service Health Insurance long-term liability (ASHI)	-	3 314 800	3 314 800		3 314 800	3 314 800				-			-		3 314 800
PART IV - LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING	4 747 300	-	4 747 300	4 747 300		4 747 300				-			-		4 747 300
PART V - ANTICIPATED COST INCREASES	272 500	4 200 000	4 472 500	272 500	4 200 000	4 472 500				-			-		4 472 500
TOTAL, PARTS I - V	982 133 800	376 715 100	1 358 848 900	183 652 900	339 994 100	523 647 000	6 197 400	22 177 000	28 374 400	24 677 000	14 544 000	39 221 000	313 735 700	453 870 800	1 358 848 900
Offsetting related to management costs recovery from voluntary contributions			(28 374 400)												(28 374 400)
Offsetting related to the estimated internal charge back for Revenue-generating Funds			(12 359 200)												(12 359 200)
TOTAL BUDGET			1 318 115 300												1 318 115 300

¹ The Appropriated Regular Programme Budget consists of assessed contributions on Member States.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Annex I – Budget summary

Integrated budget based on the Appropriated Regular Programme Budget of \$534.6 million

PART		Breakdown by operational and staff			Breakdown by source of funds											
		Operational budget	Staff budget	Total	Appropriated Regular Programme Budget ¹ \$534.6M		Total Appropriated regular programme budget (RP)	Special account for Management costs		Total Special account for management costs	Revenue generating funds		Total Revenue Generating Fund	Voluntary contribution	Gap	Total
					Operational budget	Staff budget		Operational budget	Staff budget		Operational budget	Staff budget				
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
PART I - GENERAL POLICY AND DIRECTION																
A. Governing bodies		8 502 900	2 184 400	10 687 300	8 502 900	2 184 400	10 687 300	-	-	-	-	-	-	-	-	10 687 300
B. Direction																
1.	Directorate	1 278 300	8 284 900	9 563 200	884 300	5 336 900	6 221 200	394 000	2 948 000	3 342 000	-	-	-	-	-	9 563 200
2.	Internal Oversight	478 000	6 698 300	7 176 300	302 600	4 259 300	4 561 900	175 400	2 439 000	2 614 400	-	-	-	-	-	7 176 300
3.	International Standards and Legal Affairs	239 100	4 416 700	4 655 800	180 700	2 725 700	2 906 400	58 400	1 691 000	1 749 400	-	-	-	-	-	4 655 800
4.	Ethics	297 800	820 000	1 117 800	202 300	517 000	719 300	95 500	303 000	398 500	-	-	-	-	-	1 117 800
Total, I.B		2 293 200	20 219 900	22 513 100	1 569 900	12 838 900	14 408 800	723 300	7 381 000	8 104 300	-	-	-	-	-	22 513 100
C. Participation in the Joint Machinery of the United Nations System		27 726 800	-	27 726 800	27 726 800	-	27 726 800	-	-	-	-	-	-	-	-	27 726 800
TOTAL, PART I		38 522 900	22 404 300	60 927 200	37 799 600	15 023 300	52 822 900	723 300	7 381 000	8 104 300	-	-	-	-	-	60 927 200
PART II - PROGRAMMES AND PROGRAMME-RELATED SERVICES																
A. Programmes																
I	EDUCATION		54 733 200	54 733 200		54 733 200	54 733 200	-	-	-	-	-	-	-	-	54 733 200
I.1	Support Member States in the implementation of SDG 4	274 045 600		274 045 600	12 894 600		12 894 600	-	-	-	-	-	-	97 160 000	163 991 000	274 045 600
I.2	Lead SDG 4–Education 2030 coordination and reviewing / monitoring	22 659 000		22 659 000	2 583 000		2 583 000	-	-	-	-	-	-	4 301 000	15 775 000	22 659 000
Total, I		296 704 600	54 733 200	351 437 800	15 477 600	54 733 200	70 210 800	-	-	-	-	-	-	101 461 000	179 766 000	351 437 800
UNESCO Education institutes																
	UNESCO International Bureau of Education (IBE)	14 048 100		14 048 100	4 048 100		4 048 100	-	-	-	-	-	-	-	10 000 000	14 048 100
	UNESCO International Institute for Educational Planning (IIEP)	54 724 200		54 724 200	4 280 200		4 280 200	-	-	-	-	-	-	12 444 000	38 000 000	54 724 200
	UNESCO Institute for Lifelong Learning (UIL)	9 577 400		9 577 400	1 567 400		1 567 400	-	-	-	-	-	-	3 910 000	4 100 000	9 577 400
	UNESCO Institute for Information Technologies in Education (IITE)	2 108 600		2 108 600	717 600		717 600	-	-	-	-	-	-	391 000	1 000 000	2 108 600
	UNESCO International Institute for Capacity-Building in Africa (IICBA)	3 980 900		3 980 900	1 980 900		1 980 900	-	-	-	-	-	-	-	2 000 000	3 980 900

¹ The Appropriated Regular Programme Budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

PART		Breakdown by operational and staff			Breakdown by source of funds											Total
		Operational budget	Staff budget	Total	Appropriated Regular Programme Budget ¹ \$534.6M		Total Appropriated regular programme budget (RP)	Special account for Management costs		Total Special account for management costs	Revenue generating funds		Total Revenue Generating Fund	Voluntary contribution	Gap	
					Operational budget	Staff budget		Operational budget	Staff budget		Operational budget	Staff budget				
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC)		2 732 800		2 732 800	1 732 800		1 732 800	-		-	-	-	-	-	1 000 000	2 732 800
UNESCO Mahatma Gandhi Institute of Education for Peace and Sustainable Development (MGIEP)		8 121 000		8 121 000	493 000		493 000	-		-	-	-	-	-	7 628 000	8 121 000
Total, UNESCO Education institutes		95 293 000	-	95 293 000	14 820 000	-	14 820 000	-	-	-	-	-	-	16 745 000	63 728 000	95 293 000
TOTAL, MAJOR PROGRAMME I		391 997 600	54 733 200	446 730 800	30 297 600	54 733 200	85 030 800	-	-	-	-	-	-	118 206 000	243 494 000	446 730 800
II	NATURAL SCIENCES		28 833 800	28 833 800		28 833 800	28 833 800									28 833 800
II.1	Harnessing the sciences, including the basic sciences, technology and innovation and knowledge for sustainable development	30 091 400		30 091 400	2 703 700		2 703 700	-		-	-	-	-	15 583 100	11 804 600	30 091 400
II.2	Advancing science for sustainable management of natural resources, disaster risk reduction and climate change action	22 607 000		22 607 000	2 204 500		2 204 500	-		-	-	-	-	5 566 400	14 836 100	22 607 000
II.3	Improving knowledge and strengthening capacities at all levels to achieve water security	29 140 900		29 140 900	4 815 600		4 815 600	-		-	-	-	-	11 507 100	12 818 200	29 140 900
Total, II		81 839 300	28 833 800	110 673 100	9 723 800	28 833 800	38 557 600	-	-	-	-	-	-	32 656 600	39 458 900	110 673 100
UNESCO science institutes - Abdus Salam International Centre for Theoretical Physics (ICTP)		46 509 200		46 509 200	909 200		909 200	-		-	-	-	-	45 600 000	-	46 509 200
Total, UNESCO science institutes		46 509 200	-	46 509 200	909 200	-	909 200	-	-	-	-	-	-	45 600 000	-	46 509 200
TOTAL, MAJOR PROGRAMME II		128 348 500	28 833 800	157 182 300	10 633 000	28 833 800	39 466 800	-	-	-	-	-	-	78 256 600	39 458 900	157 182 300
INTERGOVERNMENTAL OCEANOGRAPHIC COMMISSION			8 271 700	8 271 700		8 271 700	8 271 700			-		-	-			8 271 700
IOC 1 Promoting knowledge and capacity for protecting and sustainably managing the ocean and coasts		18 564 000		18 564 000	2 803 800		2 803 800			-	-	-	-	2 600 000	13 160 200	18 564 000
TOTAL, COI		18 564 000	8 271 700	26 835 700	2 803 800	8 271 700	11 075 500	-	-	-	-	-	-	2 600 000	13 160 200	26 835 700

¹ The Appropriated Regular Programme Budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

PART		Breakdown by operational and staff			Breakdown by source of funds											
		Operational budget	Staff budget	Total	Appropriated Regular Programme Budget ¹ \$534.6M		Total Appropriated regular programme budget (RP)	Special account for Management costs		Total Special account for management costs	Revenue generating funds		Total Revenue Generating Fund	Voluntary contribution	Gap	Total
					Operational budget	Staff budget		Operational budget	Staff budget		Operational budget	Staff budget				
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
III	SOCIAL AND HUMAN SCIENCES		19 351 100	19 351 100		19 351 100	19 351 100	-		-			-			19 351 100
III.1	Mobilizing knowledge and embedding rights and ethics to foster and achieve social inclusion and equitable societies	27 603 800		27 603 800	4 441 800		4 441 800	-		-			-	14 768 000	8 394 000	27 603 800
III.2	Fostering intercultural dialogue and engaging young women and men for peaceful and participatory societies	22 160 300		22 160 300	2 822 300		2 822 300	-		-			-	3 751 000	15 587 000	22 160 300
	TOTAL, MAJOR PROGRAMME III	49 764 100	19 351 100	69 115 200	7 264 100	19 351 100	26 615 200	-	-	-	-	-	-	18 519 000	23 981 000	69 115 200
IV	CULTURE		35 839 100	35 839 100		35 839 100	35 839 100	-		-			-			35 839 100
IV.1	Protecting, conserving, promoting and transmitting culture and heritage for dialogue and development	128 993 400		128 993 400	6 523 700		6 523 700			-			-	59 527 500	62 942 200	128 993 400
IV.2	Fostering creativity and the diversity of cultural expressions, as well as the safeguarding of intangible cultural heritage for sustainable development	56 794 100		56 794 100	5 252 000		5 252 000			-			-	16 378 500	35 163 600	56 794 100
	TOTAL, MAJOR PROGRAMME IV	185 787 500	35 839 100	221 626 600	11 775 700	35 839 100	47 614 800	-	-	-	-	-	-	75 906 000	98 105 800	221 626 600
V	COMMUNICATION AND INFORMATION		18 669 600	18 669 600		18 669 600	18 669 600	-		-			-			18 669 600
V.1	Fostering freedom of expression online and offline, promoting all aspects of the safety of journalists, advancing diversity and participation in media, and supporting independent media	21 827 100		21 827 100	2 570 100		2 570 100			-			-	7 110 000	12 147 000	21 827 100
V.2	Building knowledge societies through ICTs by enabling universal access to, and preservation of, information and knowledge	11 523 000		11 523 000	3 416 000		3 416 000			-			-	3 385 000	4 722 000	11 523 000
	TOTAL, MAJOR PROGRAMME V	33 350 100	18 669 600	52 019 700	5 986 100	18 669 600	24 655 700	-	-	-	-	-	-	10 495 000	16 869 000	52 019 700
	UNESCO Institute for Statistics	29 621 700		29 621 700	8 422 900		8 422 900	-		-			-	6 486 900	14 711 900	29 621 700
	Management of Field Offices	35 597 100	55 921 800	91 518 900	33 260 000	55 921 800	89 181 800	-		-	141 800		141 800	1 995 300	200 000	91 518 900
	Supplementary funding for the Field Network Reform	500 000	-	500 000	500 000		500 000			-			-			500 000
	Total, II.A	873 530 600	221 620 300	1 095 150 900	110 943 200	221 620 300	332 563 500	-	-	-	141 800	-	141 800	312 464 800	449 980 800	1 095 150 900

¹ The Appropriated Regular Programme Budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

PART		Breakdown by operational and staff			Breakdown by source of funds											
		Operational budget	Staff budget	Total	Appropriated Regular Programme Budget ¹ \$534.6M		Total Appropriated regular programme budget (RP)	Special account for Management costs		Total Special account for management costs	Revenue generating funds		Total Revenue Generating Fund	Voluntary contribution	Gap	Total
					Operational budget	Staff budget		Operational budget	Staff budget		Operational budget	Staff budget				
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
B. Programme-related services																
1. Sector for Priority Africa and External Relations																
A.	Office of the ADG and Field Coordination	266 000	2 151 500	2 417 500	266 000	2 151 500	2 417 500	-		-	-	-	-			2 417 500
B.	Coordination and monitoring of action to benefit Africa	1 069 800	3 256 300	4 326 100	463 900	3 256 300	3 720 200			-	-	-	-	605 900		4 326 100
C.	External relations	1 730 900	8 453 500	10 184 400	1 110 900	8 453 500	9 564 400	-		-	400 000	400 000		220 000		10 184 400
Subtotal, II.B.1		3 066 700	13 861 300	16 928 000	1 840 800	13 861 300	15 702 100	-	-	-	400 000	-	400 000	605 900	220 000	16 928 000
2. Coordination and monitoring of action to implement Gender Equality		310 200	1 614 100	1 924 300	310 200	1 614 100	1 924 300			-		-	-			1 924 300
3.	Strategic planning	864 900	10 727 500	11 592 400	859 800	6 062 500	6 922 300	5 100	4 665 000	4 670 100		-	-			11 592 400
4.	Public information	4 992 600	8 567 500	13 560 100	865 600	8 389 500	9 255 100			-	2 927 000	178 000	3 105 000		1 200 000	13 560 100
Total, II.B		9 234 400	34 770 400	44 004 800	3 876 400	29 927 400	33 803 800	5 100	4 665 000	4 670 100	3 327 000	178 000	3 505 000	605 900	1 420 000	44 004 800
C. Participation Programme and Fellowships		12 105 100	1 398 700	13 503 800	11 985 100	1 398 700	13 383 800	-		-	-	-	-	120 000	-	13 503 800
TOTAL, PART II		894 870 100	257 789 400	1 152 659 500	126 804 700	252 946 400	379 751 100	5 100	4 665 000	4 670 100	3 468 800	178 000	3 646 800	313 190 700	451 400 800	1 152 659 500
PART III - CORPORATE SERVICES																
Sector for Administration and Management																-
A.	Office of the ADG of the Administration and Management Sector	1 864 300	1 702 200	3 566 500	1 141 700	962 200	2 103 900	587 600	740 000	1 327 600			-	135 000		3 566 500
B.	Human resources management	18 545 800	14 358 000	32 903 800	12 207 700	12 415 000	24 622 700	4 368 100	1 743 000	6 111 100		200 000	200 000		1 970 000	32 903 800
C.	Financial management	1 183 100	14 210 300	15 393 400	686 000	9 335 300	10 021 300	387 100	4 875 000	5 262 100			-	110 000		15 393 400
D.	Operational Support and the support for the organization of conferences, languages and documents	27 991 500	30 621 700	58 613 200	6 433 300	20 570 700	27 004 000			-	21 208 200	10 051 000	31 259 200		350 000	58 613 200
E	Organization-wide knowledge management	1 191 100	9 324 000	10 515 100	741 100	9 324 000	10 065 100			-			-	300 000	150 000	10 515 100
F	ICT Infrastructure and Operations	696 700	7 003 600	7 700 300	370 500	4 430 600	4 801 100	326 200	2 573 000	2 899 200			-			7 700 300
G	Management of security and safety	2 370 800	11 635 400	14 006 200	2 370 800	7 520 400	9 891 200			-		4 115 000	4 115 000			14 006 200
TOTAL, PART III		53 843 300	88 855 200	142 698 500	23 951 100	64 558 200	88 509 300	5 669 000	9 931 000	15 600 000	21 208 200	14 366 000	35 574 200	545 000	2 470 000	142 698 500
TOTAL, PARTS I - III		987 236 300	369 048 900	1 356 285 200	188 555 400	332 527 900	521 083 300	6 397 400	21 977 000	28 374 400	24 677 000	14 544 000	39 221 000	313 735 700	453 870 800	1 356 285 200

¹ The Appropriated Regular Programme Budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds. For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

PART	Breakdown by operational and staff			Breakdown by source of funds											Total
	Operational budget	Staff budget	Total	Appropriated Regular Programme Budget¹ \$534.6M		Total Appropriated regular programme budget (RP)	Special account for Management costs		Total Special account for management costs	Revenue generating funds		Total Revenue Generating Fund	Voluntary contribution	Gap	
				Operational budget	Staff budget		Operational budget	Staff budget		Operational budget	Staff budget				
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Reserve for Staffing Adjustments	-	1 000 000	1 000 000		1 000 000	1 000 000			-			-			1 000 000
Reserve for the After Service Health Insurance long-term liability (ASHI)	-	3 325 300	3 325 300		3 325 300	3 325 300			-			-			3 325 300
PART IV - LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING	4 747 300	-	4 747 300	4 747 300		4 747 300			-			-			4 747 300
PART V - ANTICIPATED COST INCREASES	291 100	4 200 000	4 491 100	291 100	4 200 000	4 491 100			-			-			4 491 100
TOTAL, PARTS I - V	992 274 700	377 574 200	1 369 848 900	193 593 800	341 053 200	534 647 000	6 397 400	21 977 000	28 374 400	24 677 000	14 544 000	39 221 000	313 735 700	453 870 800	1 369 848 900
Offsetting related to management costs recovery from voluntary contributions			(28 374 400)												(28 374 400)
Offsetting related to the estimated internal charge back for Revenue-generating Funds			(12 359 200)												(12 359 200)
TOTAL BUDGET			1 329 115 300												1 329 115 300

¹ The Appropriated Regular Programme Budget consists of assessed contributions on Member States and additional funds from the 38C/5 unspent funds.
For the Regular Programme figures the budget exchange rate is US\$1=0.869 euro.

Annex II – Summary of established posts for the \$507 million, \$518 million and \$523.6 million budget scenarios (regular budget and other sources of funds)

Table 1 Established posts by grade category

Sector / Unit		Posts at Headquarters						Posts in the Field						Total HQ and Field	
		DG/ DDG/ ADG	D	P	GS	Total HQ		D	P	NPO	GS	Total Field		Posts	Costs
						Posts	Costs					Posts	Costs		
							\$						\$		\$
PART I - GENERAL POLICY AND DIRECTION															
A. Governing bodies	Regular budget	–	1	2	6	9	2 184 400	–	–	–	–	–	–	9	2 184 400
	Other sources	–	–	–	–	–	–	–	–	–	–	–	–	–	–
	Total	–	1	2	6	9	2 184 400	–	–	–	–	–	–	9	2 184 400
B. Direction	Regular budget	2	3	26	11.5	42.5	12 429 600	–	–	–	–	–	–	42.5	12 429 600
	Other sources	–	–	20	3	23	7 581 000	–	–	–	–	–	–	23	7 581 000
	Total	2	3	46	14.5	65.5	20 010 600	–	–	–	–	–	–	65.5	20 010 600
TOTAL, PART I	Regular budget	2	4	28	17.5	51.5	14 614 000	–	–	–	–	–	–	51.5	14 614 000
	Other sources	–	–	20	3	23	7 581 000	–	–	–	–	–	–	23	7 581 000
	Total	2	4	48	20.5	74.5	22 195 000	–	–	–	–	–	–	74.5	22 195 000
PART II - PROGRAMMES AND PROGRAMME-RELATED SERVICES															
A. Programmes															
Education Sector	Regular budget	1	4	57	32	94	24 904 700	1	64	36	9	110	29 189 200	204	54 093 900
	Other sources	–	–	–	–	–	–	–	–	–	–	–	–	–	–
	Total	1	4	57	32	94	24 904 700	1	64	36	9	110	29 189 200	204	54 093 900
Natural Sciences Sector	Regular budget	1	3	40	23	67	17 860 600	–	26	15.5	2	43.5	10 973 200	110.5	28 833 800
	Other sources	–	–	–	–	–	–	–	–	–	–	–	–	–	–
	Total	1	3	40	23	67	17 860 600	–	26	15.5	2	43.5	10 973 200	110.5	28 833 800
Intergovernmental Oceanographic Commission ¹	Regular budget	1	–	13	6	20	5 759 900	–	6	2.5	–	8.5	2 511 800	28.5	8 271 700
	Other sources	–	–	–	–	–	–	–	–	–	–	–	–	–	–
	Total	1	–	13	6	20	5 759 900	–	6	2.5	–	8.5	2 511 800	28.5	8 271 700
Social and Human Sciences Sector	Regular budget	1	2	33	13	49	13 528 200	–	17	1	–	18	5 822 900	67	19 351 100
	Other sources	–	–	–	–	–	–	–	–	–	–	–	–	0.0	–
	Total	1	2	33	13	49	13 528 200	–	17	1	–	18	5 822 900	67	19 351 100
Culture Sector	Regular budget	1	4	55	36	96	24 013 800	–	25	23	2	50	11 825 300	146	35 839 100
	Other sources	–	–	–	–	–	–	–	–	–	–	–	–	–	–
	Total	1	4	55	36	96	24 013 800	–	25	23	2	50	11 825 300	146	35 839 100

Sector / Unit		Posts at Headquarters						Posts in the Field						Total HQ and Field	
		DG/ DDG/ ADG	D	P	GS	Total HQ		D	P	NPO	GS	Total Field		Posts	Costs
						Posts	Costs					Posts	Costs		
						\$						\$		\$	
Communication and Information Sector	Regular budget	1	2	27	16	46	12 246 300	–	12	17	1	30	6 423 300	76	18 669 600
	Other sources	–	–	–	–	–	–	–	–	–	–	–	–	–	–
	Total	1	2	27	16	46	12 246 300	–	12	17	1	30	6 423 300	76	18 669 600
Management of Field offices	Regular budget	–	–	3	2	5	1 145 500	31	60	9	281	381	54 776 300	386	55 921 800
	Other sources	–	–	–	–	–	–	–	–	–	–	–	–	–	–
	Total	–	–	3	2	5	1 145 500	31	60	9	281	381	54 776 300	386	55 921 800
Supplementary funding for the Field Network Reform	Regular budget	–	–	–	–	–	–	–	–	–	–	–	–	–	–
	Other sources	–	–	–	–	–	–	–	–	–	–	–	–	–	–
	Total	–	–	–	–	–	–	–	–	–	–	–	–	–	–
B. Programme-related services															
Sector for Priority Africa and External Relations	Regular budget	1	2	30	18	51	13 530 500	–	1	–	1	2	330 800	53	13 861 300
	Other sources	–	–	–	–	–	–	–	–	–	–	–	–	–	–
	Total	1	2	30	18	51	13 530 500	–	1	–	1	2	330 800	53	13 861 300
Coordination and monitoring of action to implement Gender Equality	Regular budget	–	1	3	1	5	1 614 100	–	–	–	–	–	–	5	1 614 100
	Other sources	–	–	–	–	–	–	–	–	–	–	–	–	–	–
	Total	–	1	3	1	5	1 614 100	–	–	–	–	–	–	5	1 614 100
Strategic planning	Regular budget	–	2	13	8	23	6 062 500	–	–	–	–	–	–	23	6 062 500
	Other sources	–	–	12	3	15	4 665 000	–	–	–	–	–	–	15	4 665 000
	Total	–	2	25	11	38	10 727 500	–	–	–	–	–	–	38	10 727 500
Public information	Regular budget	–	1	17	16	34	8 116 900	–	1	–	–	1	272 600	35	8 389 500
	Other sources	–	–	–	1	1	178 000	–	–	–	–	–	–	1	178 000
	Total	–	1	17	17	35	8 294 900	–	1	–	–	1	272 600	36	8 567 500
C. Participation Programme and Fellowships															
	Regular budget	–	–	1	6	7	1 398 700	–	–	–	–	–	–	7	1 398 700
	Other sources	–	–	–	–	–	–	–	–	–	–	–	–	–	–
	Total	–	–	1	6	7	1 398 700	–	–	–	–	–	–	7	1 398 700
TOTAL, PART II	Regular budget	7	21	292	177	497	130 181 700	32	212	104	296	644	122 125 400	1 141	252 307 100
	Other sources	–	–	12	4	16	4 843 000	–	–	–	–	–	–	16	4 843 000
	Total	7	21	304	181	513	135 024 700	32	212	104	296	644	122 125 400	1 157	257 150 100

Sector / Unit		Posts at Headquarters						Posts in the Field						Total HQ and Field	
		DG/ DDG/ ADG	D	P	GS	Total HQ		D	P	NPO	GS	Total Field		Posts	Costs
						Posts	Costs					Posts	Costs		
							\$						\$		\$
PART III – CORPORATE SERVICES															
Office of the ADG of the Administration and Management Sector	Regular budget	–	–	2	2	4	962 200	–	–	–	–	–	–	4	962 200
	<i>Other sources</i>	1	–	–	1	2	740 000	–	–	–	–	–	–	2	740 000
	Total	1	–	2	3	6	1 702 200	–	–	–	–	–	–	6	1 702 200
Human resources management	Regular budget	–	1	26	26.5	53.5	12 415 000	–	–	–	–	–	–	53.5	12 415 000
	<i>Other sources</i>	–	–	1	9	10	1 943 000	–	–	–	–	–	–	10	1 943 000
	Total	–	1	27	35.5	63.5	14 358 000	–	–	–	–	–	–	63.5	14 358 000
Financial management	Regular budget	–	1	16	24	41	9 335 300	–	–	–	–	–	–	41	9 335 300
	<i>Other sources</i>	–	–	12	6	18	4 875 000	–	–	–	–	–	–	18	4 875 000
	Total	–	1	28	30	59	14 210 300	–	–	–	–	–	–	59	14 210 300
Operational support and the support for the organization of conferences, languages and documents	Regular budget	–	2	29	63	94	20 570 700	–	–	–	–	–	–	94	20 570 700
	<i>Other sources</i>	–	–	9	41	50	10 051 000	–	–	–	–	–	–	50	10 051 000
	Total	–	2	38	104	144	30 621 700	–	–	–	–	–	–	144	30 621 700
Organization-wide knowledge management	Regular budget	–	0.5	29	10	39.5	9 324 000	–	–	–	–	–	–	39.5	9 324 000
	<i>Other sources</i>	–	–	–	–	–	–	–	–	–	–	–	–	–	–
	Total	–	0.5	29	10	39.5	9 324 000	–	–	–	–	–	–	39.5	9 324 000
ICT Infrastructure and Operations	Regular budget	–	0.5	7	12	19.5	4 430 600	–	–	–	–	–	–	19.5	4 430 600
	<i>Other sources</i>	–	–	3	9	12	2 573 000	–	–	–	–	–	–	12	2 573 000
	Total	–	0.5	10	21	31.5	7 003 600	–	–	–	–	–	–	31.5	7 003 600
Management of Safety and Security	Regular budget	–	–	3	46	49	7 520 400	–	–	–	–	–	–	49	7 520 400
	<i>Other sources</i>	–	–	–	28	28	4 115 000	–	–	–	–	–	–	28	4 115 000
	Total	–	–	3	74	77	11 635 400	–	–	–	–	–	–	77	11 635 400
TOTAL, PART III	Regular budget	–	5	112	183.5	300.5	64 558 200	–	–	–	–	–	–	300.5	64 558 200
	<i>Other sources</i>	1	–	25	94	120	24 297 000	–	–	–	–	–	–	120	24 297 000
	Total	1	5	137	277.5	420.5	88 855 200	–	–	–	–	–	–	420.5	88 855 200
GRAND TOTAL, PARTS I - III	Regular budget	9	30	432	378	849	209 353 900	32	212	104	296	644	122 125 400	1 493	331 479 300
	<i>Other sources</i>	1	–	57	101	159	36 721 000	–	–	–	–	–	–	159	36 721 000
	Total	10	30	489	479	1 008	246 074 900	32	212	104	296	644	122 125 400	1 652	368 200 300

1 For IOC only, the structure under the \$507 million scenario is as follows:

Intergovernmental Oceanographic Commission (IOC)	Regular budget	1	–	13	5	19	5 598 800	–	6	2.5	–	8.5	2 511 800	27.5	8 110 700
	<i>Other sources</i>	–	–	–	–	–	–	–	–	–	–	–	–	–	–
	Total	1	–	13	5	19	5 598 800	–	6	2.5	–	8.5	2 511 800	27.5	8 110 700

Table 2 Established posts in the field by region and by grade category

Region/Number of posts in the Field																					Field Total
Major Programme/Sector/Unit	Africa				Arab States				Asia and the Pacific				Europe and North America				Latin America and the Caribbean				
	D	P/NPO	Local	Total	D	P/NPO	Local	Total	D	P/NPO	Local	Total	D	P/NPO	Local	Total	D	P/NPO	Local	Total	
MP I – ED ⁽¹⁾	–	33	2	35	1	16	1	18	–	28	4	32	–	4	–	4	–	19	2	21	110
MP II – SC ⁽¹⁾	–	15	–	15	–	6	1	7	–	11.5	1	12.5	–	2	–	2	–	7	–	7	43.5
IOC	–	1	–	1	–	–	–	–	–	2.5	–	2.5	–	3	–	3	–	2	–	2	8.5
MP III – SHS	–	5	–	5	–	3	–	3	–	6	–	6	–	–	–	–	–	4	–	4	18
MP IV – CLT	–	21	–	21	–	7	–	7	–	13	1	14	–	1	1	2	–	6	–	6	50
MP V – CI	–	10	–	10	–	4	1	5	–	8	–	8	–	1	–	1	–	6	–	6	30
Field Management of decentralized programmes	6	26	94	126	5	13	42	60	9	15	78	102	4	2	7	13	7	13	60	80	381
Total, Part II.A ⁽²⁾	6	111	96	213	6	49	45	100	9	84	84	177	4	13	8	25	7	57	62	126	641
Part II.B																					
PAX	–	1	1	2	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	2
DPI	–	–	–	–	–	–	–	–	–	1	–	1	–	–	–	–	–	–	–	–	1
Total, Decentralization % ⁽³⁾	6	112	97	215	6	49	45	100	9	85	84	178	4	13	8	25	7	57	62	126	644
				33.4%				15.5%				27.6%				3.9%				19.6%	100%

(1) Excluding UNESCO institutes.

(2) Excluding UIS.

(3) This % shows the weight of each region in UNESCO's field network in terms of the number of established posts in the field.

Annex II – Summary of established posts for the \$534.6 million budget scenario (regular budget and other sources of funds)

Table 1 Established posts by grade category

Sector / Unit			Posts at Headquarters					Posts in the Field						Total HQ and Field		
			DG/ DDG/ ADG	D	P	GS	Total HQ		D	P	NPO	GS	Total Field		Posts	Costs
							Posts	Costs					Posts	Costs		
							\$						\$		\$	
PART I - GENERAL POLICY AND DIRECTION																
A. Governing bodies	Regular budget	–	1	2	6	9	2 184 400	–	–	–	–	–	–	9	2 184 400	
	Other sources	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
	Total	–	1	2	6	9	2 184 400	–	–	–	–	–	–	9	2 184 400	
B. Direction	Regular budget	2	3	27	12.5	44.5	12 838 900	–	–	–	–	–	–	44.5	12 838 900	
	Other sources	–	–	20	2	22	7 381 000	–	–	–	–	–	–	22	7 381 000	
	Total	2	3	47	14.5	66.5	20 219 900	–	–	–	–	–	–	66.5	20 219 900	
TOTAL, PART I	Regular budget	2	4	29	18.5	53.5	15 023 300	–	–	–	–	–	–	53.5	15 023 300	
	Other sources	–	–	20	2	22	7 381 000	–	–	–	–	–	–	22	7 381 000	
	Total	2	4	49	20.5	75.5	22 404 300	–	–	–	–	–	–	75.5	22 404 300	
PART II - PROGRAMMES AND PROGRAMME-RELATED SERVICES																
A. Programmes																
Education Sector	Regular budget	1	4	58	32	95	25 231 700	1	65	36	9	111	29 501 500	206	54 733 200	
	Other sources	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
	Total	1	4	58	32	95	25 231 700	1	65	36	9	111	29 501 500	206	54 733 200	
Natural Sciences Sector	Regular budget	1	3	40	23	67	17 860 600	–	26	15.5	2	43.5	10 973 200	110.5	28 833 800	
	Other sources	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
	Total	1	3	40	23	67	17 860 600	–	26	15.5	2	43.5	10 973 200	110.5	28 833 800	
Intergovernmental Oceanographic Commission ¹	Regular budget	1	–	13	6	20	5 759 900	–	6	2.5	–	8.5	2 511 800	28.5	8 271 700	
	Other sources	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
	Total	1	–	13	6	20	5 759 900	–	6	2.5	–	8.5	2 511 800	28.5	8 271 700	
Social and Human Sciences Sector	Regular budget	1	2	33	13	49	13 528 200	–	17	1	–	18	5 822 900	67	19 351 100	
	Other sources	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
	Total	1	2	33	13	49	13 528 200	–	17	1	–	18	5 822 900	67	19 351 100	
Culture Sector	Regular budget	1	4	55	36	96	24 013 800	–	25	23	2	50	11 825 300	146	35 839 100	
	Other sources	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
	Total	1	4	55	36	96	24 013 800	–	25	23	2	50	11 825 300	146	35 839 100	

Sector / Unit		Posts at Headquarters						Posts in the Field						Total HQ and Field	
		DG/ DDG/ ADG	D	P	GS	Total HQ		D	P	NPO	GS	Total Field		Posts	Costs
						Posts	Costs					Posts	Costs		
							\$						\$		\$
Communication and Information Sector	Regular budget	1	2	27	16	46	12 246 300	–	12	17	1	30	6 423 300	76	18 669 600
	<i>Other sources</i>	–	–	–	–	–	–	–	–	–	–	–	–	–	–
	Total	1	2	27	16	46	12 246 300	–	12	17	1	30	6 423 300	76	18 669 600
Management of Field offices	Regular budget	–	–	3	2	5	1 145 500	31	60	9	281	381	54 776 300	386	55 921 800
	<i>Other sources</i>	–	–	–	–	–	–	–	–	–	–	–	–	–	–
	Total	–	–	3	2	5	1 145 500	31	60	9	281	381	54 776 300	386	55 921 800
Supplementary funding for the Field Network Reform	Regular budget	–	–	–	–	–	–	–	–	–	–	–	–	–	–
	<i>Other sources</i>	–	–	–	–	–	–	–	–	–	–	–	–	–	–
	Total	–	–	–	–	–	–	–	–	–	–	–	–	–	–
B. Programme-related services															
Sector for Priority Africa and External Relations	Regular budget	1	2	30	18	51	13 530 500	–	1	–	1	2	330 800	53	13 861 300
	<i>Other sources</i>	–	–	–	–	–	–	–	–	–	–	–	–	–	–
	Total	1	2	30	18	51	13 530 500	–	1	–	1	2	330 800	53	13 861 300
Coordination and monitoring of action to implement Gender Equality	Regular budget	–	1	3	1	5	1 614 100	–	–	–	–	–	–	5	1 614 100
	<i>Other sources</i>	–	–	–	–	–	–	–	–	–	–	–	–	–	–
	Total	–	1	3	1	5	1 614 100	–	–	–	–	–	–	5	1 614 100
Strategic planning	Regular budget	–	2	13	8	23	6 062 500	–	–	–	–	–	–	23	6 062 500
	<i>Other sources</i>	–	–	12	3	15	4 665 000	–	–	–	–	–	–	15	4 665 000
	Total	–	2	25	11	38	10 727 500	–	–	–	–	–	–	38	10 727 500
Public information	Regular budget	–	1	17	16	34	8 116 900	–	1	–	–	1	272 600	35	8 389 500
	<i>Other sources</i>	–	–	–	1	1	178 000	–	–	–	–	–	–	1	178 000
	Total	–	1	17	17	35	8 294 900	–	1	–	–	1	272 600	36	8 567 500
C. Participation Programme and Fellowships															
	Regular budget	–	–	1	6	7	1 398 700	–	–	–	–	–	–	7	1 398 700
	<i>Other sources</i>	–	–	–	–	–	–	–	–	–	–	–	–	–	–
	Total	–	–	1	6	7	1 398 700	–	–	–	–	–	–	7	1 398 700
TOTAL, PART II	Regular budget	7	21	293	177	498	130 508 700	32	213	104	296	645	122 437 700	1 143	252 946 400
	<i>Other sources</i>	–	–	12	4	16	4 843 000	–	–	–	–	–	–	16	4 843 000
	Total	7	21	305	181	514	135 351 700	32	213	104	296	645	122 437 700	1 159	257 789 400

Sector / Unit		Posts at Headquarters						Posts in the Field						Total HQ and Field	
		DG/ DDG/ ADG	D	P	GS	Total HQ		D	P	NPO	GS	Total Field		Posts	Costs
						Posts	Costs					Posts	Costs		
							\$						\$		\$
PART III – CORPORATE SERVICES															
Office of the ADG of the Administration and Management Sector	Regular budget	–	–	2	2	4	962 200	–	–	–	–	–	–	4	962 200
	Other sources	1	–	–	1	2	740 000	–	–	–	–	–	–	2	740 000
	Total	1	–	2	3	6	1 702 200	–	–	–	–	–	–	6	1 702 200
Human resources management	Regular budget	–	1	26	26.5	53.5	12 415 000	–	–	–	–	–	–	53.5	12 415 000
	Other sources	–	–	1	9	10	1 943 000	–	–	–	–	–	–	10	1 943 000
	Total	–	1	27	35.5	63.5	14 358 000	–	–	–	–	–	–	63.5	14 358 000
Financial management	Regular budget	–	1	16	24	41	9 335 300	–	–	–	–	–	–	41	9 335 300
	Other sources	–	–	12	6	18	4 875 000	–	–	–	–	–	–	18	4 875 000
	Total	–	1	28	30	59	14 210 300	–	–	–	–	–	–	59	14 210 300
Operational support and the support for the organization of conferences, languages and documents	Regular budget	–	2	29	63	94	20 570 700	–	–	–	–	–	–	94	20 570 700
	Other sources	–	–	9	41	50	10 051 000	–	–	–	–	–	–	50	10 051 000
	Total	–	2	38	104	144	30 621 700	–	–	–	–	–	–	144	30 621 700
Organization-wide knowledge management	Regular budget	–	0.5	29	10	39.5	9 324 000	–	–	–	–	–	–	39.5	9 324 000
	Other sources	–	–	–	–	–	–	–	–	–	–	–	–	–	–
	Total	–	0.5	29	10	39.5	9 324 000	–	–	–	–	–	–	39.5	9 324 000
ICT Infrastructure and Operations	Regular budget	–	0.5	7	12	19.5	4 430 600	–	–	–	–	–	–	19.5	4 430 600
	Other sources	–	–	3	9	12	2 573 000	–	–	–	–	–	–	12	2 573 000
	Total	–	0.5	10	21	31.5	7 003 600	–	–	–	–	–	–	31.5	7 003 600
Management of Safety and Security	Regular budget	–	–	3	46	49	7 520 400	–	–	–	–	–	–	49	7 520 400
	Other sources	–	–	–	28	28	4 115 000	–	–	–	–	–	–	28	4 115 000
	Total	–	–	3	74	77	11 635 400	–	–	–	–	–	–	77	11 635 400
TOTAL, PART III	Regular budget	–	5	112	183.5	300.5	64 558 200	–	–	–	–	–	–	300.5	64 558 200
	Other sources	1	–	25	94	120	24 297 000	–	–	–	–	–	–	120	24 297 000
	Total	1	5	137	277.5	420.5	88 855 200	–	–	–	–	–	–	420.5	88 855 200
GRAND TOTAL, PARTS I - III	Regular budget	9	30	434	379	852	210 090 200	32	213	104	296	645	122 437 700	1 497	332 527 900
	Other sources	1	–	57	100	158	36 521 000	–	–	–	–	–	–	158	36 521 000
	Total	10	30	491	479	1 010	246 611 200	32	213	104	296	645	122 437 700	1 655	369 048 900

Table 2 Established posts in the field by region and by grade category

Region / Number of posts in the Field																					Field Total
Major Programme/Sector/Unit	Africa				Arab States				Asia and the Pacific				Europe and North America				Latin America and the Caribbean				
	D	P/NPO	Local	Total	D	P/NPO	Local	Total	D	P/NPO	Local	Total	D	P/NPO	Local	Total	D	P/NPO	Local	Total	
MP I – ED ⁽¹⁾	–	33	2	35	1	17	1	19	–	28	4	32	–	4	–	4	–	19	2	21	111
MP II – SC ⁽¹⁾	–	15	–	15	–	6	1	7	–	11.5	1	12.5	–	2	–	2	–	7	–	7	43.5
IOC	–	1	–	1	–	–	–	–	–	2.5	–	2.5	–	3	–	3	–	2	–	2	8.5
MP III – SHS	–	5	–	5	–	3	–	3	–	6	–	6	–	–	–	–	–	4	–	4	18
MP IV – CLT	–	21	–	21	–	7	–	7	–	13	1	14	–	1	1	2	–	6	–	6	50
MP V – CI	–	10	–	10	–	4	1	5	–	8	–	8	–	1	–	1	–	6	–	6	30
Field Management of decentralized programmes	6	26	94	126	5	13	42	60	9	15	78	102.0	4	2	7	13	7	13	60	80	381
Total, Part II.A ⁽²⁾	6	111	96	213	6	50	45	101	9	84	84	177	4	13	8	25	7	57	62	126	642
Part II.B																					
PAX	–	1	1	2	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	2
DPI	–	–	–	–	–	–	–	–	–	1	–	1	–	–	–	–	–	–	–	–	1
Total, Decentralization % ⁽³⁾	6	112	97	215	6	50	45	101	9	85	84	178	4	13	8	25	7	57	62	126	645
				33.3%				15.7%				27.6%				3.9%				19.5%	100%

(1) Excluding UNESCO institutes.

(2) Excluding UIS.

(3) This % shows the weight of each region in UNESCO's field network in terms of the number of established posts in the field.

Annex III – Budget summary by main object of expenditure

Integrated budget based on the Appropriated regular programme budget of \$507 million

Integrated Budget												
Principal budget lines	Employee benefits				Mission costs		Consultants and experts costs	Contracted services (e.g. document prod., research, contracted seminars & meeting, etc.)	External training, grants and other transfers	Supplies, consumables & other running costs	Other expenses	Total estimates 2020-2021
	Cost of established posts		Temporary assistance	Other employee benefits (e.g. MBF contributions for associate participants, etc.)	Delegates & external individual missions	Staff mission costs						
	Headquarters	Field										
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
PART I – GENERAL POLICY AND DIRECTION												
A. Governing bodies	2 184 400	–	1 000 000	–	900 000	15 000	3 000 000	2 163 900	–	1 314 100	68 100	10 645 500
B. Direction	20 010 600	–	20 000	–	60 000	1 216 300	139 600	65 400	16 000	641 900	83 000	22 252 800
C. Participation in the Joint Machinery of the United Nations System	–	–	–	–	–	170 100	–	6 327 500	14 792 000	1 655 800	210 000	23 155 400
TOTAL, PART I	22 195 000	–	1 020 000	–	960 000	1 401 400	3 139 600	8 556 800	14 808 000	3 611 800	361 100	56 053 700
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES												
A. Programmes	99 297 900	121 522 000	170 852 100	–	17 331 700	42 171 800	104 421 800	245 213 600	140 851 100	67 520 800	66 812 300	1 075 995 100
B. Programme-related services	34 167 000	603 400	1 474 900	–	296 200	985 700	2 666 000	1 870 900	185 900	1 558 700	85 200	43 893 900
C. Participation Programme and Fellowships	1 398 700	–	34 500	–	–	20 000	36 000	40 100	11 867 300	51 400	–	13 448 000
TOTAL, PART II	134 863 600	122 125 400	172 361 500	–	17 627 900	43 177 500	107 123 800	247 124 600	152 904 300	69 130 900	66 897 500	1 133 337 000
PART III - CORPORATE SERVICES												
A. Office of the ADG of the Administration and Management Sector	1 702 200	–	–	–	–	56 000	–	135 000	–	70 600	2 500	1 966 300
B. Human resources management	14 358 000	–	177 000	11 100 000	–	169 600	52 000	3 359 000	2 489 400	504 300	136 800	32 346 100
C. Financial management	14 210 300	–	25 200	–	–	35 000	94 000	208 000	235 000	585 600	–	15 393 100
D. Operational support and the support for the organization of conferences, languages and documents	30 621 700	–	4 822 300	–	–	87 800	55 000	17 617 100	70 000	3 270 900	1 955 300	58 500 100
E. Organization-wide knowledge management	9 324 000	–	40 000	–	–	20 000	90 000	395 500	15 000	289 800	300 000	10 474 300
F. ICT Infrastructure and Operations	7 003 600	–	10 000	–	–	12 000	90 000	376 600	10 000	198 100	–	7 700 300
G. Management of Safety and Security	11 635 400	–	889 700	–	–	30 000	–	500 000	60 000	749 500	100 000	13 964 600
TOTAL, PART III	88 855 200	–	5 964 200	11 100 000	–	410 400	381 000	22 591 200	2 879 400	5 668 800	2 494 600	140 344 800
TOTAL, PARTS I-III	245 913 800	122 125 400	179 345 700	11 100 000	18 587 900	44 989 300	110 644 400	278 272 600	170 591 700	78 411 500	69 753 200	1 329 735 500
Reserve for Staffing Adjustments	668 200	331 800	–	–	–	–	–	–	–	–	–	1 000 000
Reserve for After Service Health Insurance long-term liability (ASHI)	2 214 900	1 099 900	–	–	–	–	–	–	–	–	–	3 314 800
PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING												
	–	–	–	–	–	–	–	–	–	–	3 366 300	3 366 300
PART V – ANTICIPATED COST INCREASES AND CONTINGENCIES												
	2 806 300	1 393 700	–	–	–	–	–	–	–	–	585 300	4 785 300
TOTAL, PARTS I-V	251 603 200	124 950 800	179 345 700	11 100 000	18 587 900	44 989 300	110 644 400	278 272 600	170 591 700	78 411 500	73 704 800	1 342 201 900

Appropriated regular programme budget of \$507 million

Appropriated regular programme budget												
Principal budget lines	Employee benefits				Mission costs		Consultants and experts costs	Contracted services (e.g. document prod., research, contracted seminars & meeting, etc.)	External training, grants and other transfers	Supplies, consumables & other running costs	Other expenses	Total estimates 2020-2021
	Cost of established posts		Temporary assistance	Other employee benefits (e.g. MBF contributions for associate participants, etc.)	Delegates & external individual missions	Staff mission costs						
	Headquarters	Field										
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
PART I – GENERAL POLICY AND DIRECTION												
A. Governing bodies	2 184 400	–	1 000 000	–	900 000	15 000	3 000 000	2 163 900	–	1 314 100	68 100	10 645 500
B. Direction	12 429 600	–	20 000	–	60 000	646 400	107 400	45 400	16 000	600 100	49 400	13 974 300
C. Participation in the Joint Machinery of the United Nations System	–	–	–	–	–	170 100	–	6 327 500	14 792 000	1 655 800	210 000	23 155 400
TOTAL, PART I	14 614 000	–	1 020 000	–	960 000	831 500	3 107 400	8 536 800	14 808 000	3 570 000	327 500	47 775 200
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES												
A. Programmes	99 297 900	121 522 000	11 967 500	–	3 827 500	7 070 500	6 742 400	11 381 000	24 896 100	25 902 600	800 200	313 407 700
B. Programme-related services	29 324 000	603 400	440 400	–	196 200	715 300	448 300	338 900	85 900	1 370 700	85 200	33 608 300
C. Participation Programme and Fellowships	1 398 700	–	30 500	–	–	20 000	30 000	31 600	11 767 300	49 900	–	13 328 000
TOTAL, PART II	130 020 600	122 125 400	12 438 400	–	4 023 700	7 805 800	7 220 700	11 751 500	36 749 300	27 323 200	885 400	360 344 000
PART III - CORPORATE SERVICES												
A. Office of the ADG of the Administration and Management Sector	962 200	–	–	–	–	56 000	–	–	–	68 700	2 500	1 089 400
B. Human resources management	12 415 000	–	–	11 100 000	–	–	–	–	–	334 500	84 100	23 933 600
C. Financial management	9 335 300	–	–	–	–	–	12 000	50 000	–	490 600	–	9 887 900
D. Operational support and the support for the organization of conferences, languages and documents	20 570 700	–	287 000	–	–	87 800	55 000	4 424 500	55 000	1 360 900	50 000	26 890 900
E. Organization-wide knowledge management	9 324 000	–	40 000	–	–	20 000	90 000	245 500	15 000	289 800	–	10 024 300
F. ICT Infrastructure and Operations	4 430 600	–	–	–	–	–	–	178 900	–	129 200	–	4 738 700
G. Management of Safety and Security	7 520 400	–	889 700	–	–	30 000	–	500 000	60 000	749 500	100 000	9 849 600
TOTAL, PART III	64 558 200	–	1 216 700	11 100 000	–	193 800	157 000	5 398 900	130 000	3 423 200	236 600	86 414 400
TOTAL, PARTS I-III	209 192 800	122 125 400	14 675 100	11 100 000	4 983 700	8 831 100	10 485 100	25 687 200	51 687 300	34 316 400	1 449 500	494 533 600
Reserve for Staffing Adjustments	631 400	368 600	–	–	–	–	–	–	–	–	–	1 000 000
Reserve for After Service Health Insurance long-term liability (ASHI)	2 092 900	1 221 900	–	–	–	–	–	–	–	–	–	3 314 800
PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING												
	–	–	–	–	–	–	–	–	–	–	3 366 300	3 366 300
PART V – ANTICIPATED COST INCREASES AND CONTINGENCIES												
	2 651 900	1 548 100	–	–	–	–	–	–	–	–	585 300	4 785 300
TOTAL, PARTS I-V	214 569 000	125 264 000	14 675 100	11 100 000	4 983 700	8 831 100	10 485 100	25 687 200	51 687 300	34 316 400	5 401 100	507 000 000

Annex III – Budget summary by main object of expenditure

Integrated budget based on the Appropriated regular programme budget of \$518 million

Integrated Budget												
Principal budget lines	Employee benefits				Mission costs		Consultants and experts costs	Contracted services (e.g. document prod., research, contracted seminars & meeting, etc.)	External training, grants and other transfers	Supplies, consumables & other running costs	Other expenses	Total estimates 2020-2021
	Cost of established posts		Temporary assistance	Other employee benefits (e.g. MBF contributions for associate participants, etc.)	Delegates & external individual missions	Staff mission costs						
	Headquarters	Field										
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
PART I – GENERAL POLICY AND DIRECTION												
A. Governing bodies	2 184 400	–	1 000 000	–	900 000	15 000	3 000 000	2 163 900	–	1 314 100	68 100	10 645 500
B. Direction	20 010 600	–	20 000	–	60 000	1 216 300	139 600	65 400	16 000	641 900	83 000	22 252 800
C. Participation in the Joint Machinery of the United Nations System	–	–	–	–	–	170 100	–	6 327 500	14 792 000	1 655 800	210 000	23 155 400
TOTAL, PART I	22 195 000	–	1 020 000	–	960 000	1 401 400	3 139 600	8 556 800	14 808 000	3 611 800	361 100	56 053 700
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES												
A. Programmes	99 459 000	121 522 000	171 774 500	–	17 698 100	43 144 100	105 731 200	246 891 100	142 887 200	69 534 500	68 360 800	1 087 002 500
B. Programme-related services	34 167 000	603 400	1 474 900	–	296 200	985 700	2 666 000	1 870 900	185 900	1 558 700	85 200	43 893 900
C. Participation Programme and Fellowships	1 398 700	–	34 500	–	–	20 000	36 000	40 100	11 867 300	51 400	–	13 448 000
TOTAL, PART II	135 024 700	122 125 400	173 283 900	–	17 994 300	44 149 800	108 433 200	248 802 100	154 940 400	71 144 600	68 446 000	1 144 344 400
PART III - CORPORATE SERVICES												
A. Office of the ADG of the Administration and Management Sector	1 702 200	–	–	–	–	56 000	–	135 000	–	70 600	2 500	1 966 300
B. Human resources management	14 358 000	–	177 000	11 100 000	–	169 600	52 000	3 359 000	2 489 400	504 300	136 800	32 346 100
C. Financial management	14 210 300	–	25 200	–	–	35 000	94 000	208 000	235 000	585 600	–	15 393 100
D. Operational support and the support for the organization of conferences, languages and documents	30 621 700	–	4 822 300	–	–	87 800	55 000	17 617 100	70 000	3 270 900	1 955 300	58 500 100
E. Organization-wide knowledge management	9 324 000	–	40 000	–	–	20 000	90 000	395 500	15 000	289 800	300 000	10 474 300
F. ICT Infrastructure and Operations	7 003 600	–	10 000	–	–	12 000	90 000	376 600	10 000	198 100	–	7 700 300
G. Management of Safety and Security	11 635 400	–	889 700	–	–	30 000	–	500 000	60 000	749 500	100 000	13 964 600
TOTAL, PART III	88 855 200	–	5 964 200	11 100 000	–	410 400	381 000	22 591 200	2 879 400	5 668 800	2 494 600	140 344 800
TOTAL, PARTS I-III	246 074 900	122 125 400	180 268 100	11 100 000	18 954 300	45 961 600	111 953 800	279 950 100	172 627 800	80 425 200	71 301 700	1 340 742 900
Reserve for Staffing Adjustments	668 300	331 700	–	–	–	–	–	–	–	–	–	1 000 000
Reserve for After Service Health Insurance long-term liability (ASHI)	2 215 300	1 099 500	–	–	–	–	–	–	–	–	–	3 314 800
PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING	–	–	–	–	–	–	–	–	–	–	3 366 300	3 366 300
PART V – ANTICIPATED COST INCREASES AND CONTINGENCIES	2 806 900	1 393 100	–	–	–	–	–	–	–	–	577 900	4 777 900
TOTAL, PARTS I-V	251 765 400	124 949 700	180 268 100	11 100 000	18 954 300	45 961 600	111 953 800	279 950 100	172 627 800	80 425 200	75 245 900	1 353 201 900

Appropriated regular programme budget of \$518 million

Appropriated regular programme budget												
Principal budget lines	Employee benefits				Mission costs		Consultants and experts costs	Contracted services (e.g. document prod., research, contracted seminars & meeting, etc.)	External training, grants and other transfers	Supplies, consumables & other running costs	Other expenses	Total estimates 2020-2021
	Cost of established posts		Temporary assistance	Other employee benefits (e.g. MBF contributions for associate participants, etc.)	Delegates & external individual missions	Staff mission costs						
	Headquarters	Field										
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
PART I – GENERAL POLICY AND DIRECTION												
A. Governing bodies	2 184 400	–	1 000 000	–	900 000	15 000	3 000 000	2 163 900	–	1 314 100	68 100	10 645 500
B. Direction	12 429 600	–	20 000	–	60 000	646 400	107 400	45 400	16 000	600 100	49 400	13 974 300
C. Participation in the Joint Machinery of the United Nations System	–	–	–	–	–	170 100	–	6 327 500	14 792 000	1 655 800	210 000	23 155 400
TOTAL, PART I	14 614 000	–	1 020 000	–	960 000	831 500	3 107 400	8 536 800	14 808 000	3 570 000	327 500	47 775 200
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES												
A. Programmes	99 459 000	121 522 000	12 889 900	–	4 193 900	8 042 800	8 051 800	13 058 500	26 932 200	27 916 300	2 348 700	324 415 100
B. Programme-related services	29 324 000	603 400	440 400	–	196 200	715 300	448 300	338 900	85 900	1 370 700	85 200	33 608 300
C. Participation Programme and Fellowships	1 398 700	–	30 500	–	–	20 000	30 000	31 600	11 767 300	49 900	–	13 328 000
TOTAL, PART II	130 181 700	122 125 400	13 360 800	–	4 390 100	8 778 100	8 530 100	13 429 000	38 785 400	29 336 900	2 433 900	371 351 400
PART III - CORPORATE SERVICES												
A. Office of the ADG of the Administration and Management Sector	962 200	–	–	–	–	56 000	–	–	–	68 700	2 500	1 089 400
B. Human resources management	12 415 000	–	–	11 100 000	–	–	–	–	–	334 500	84 100	23 933 600
C. Financial management	9 335 300	–	–	–	–	–	12 000	50 000	–	490 600	–	9 887 900
D. Operational support and the support for the organization of conferences, languages and documents	20 570 700	–	287 000	–	–	87 800	55 000	4 424 500	55 000	1 360 900	50 000	26 890 900
E. Organization-wide knowledge management	9 324 000	–	40 000	–	–	20 000	90 000	245 500	15 000	289 800	–	10 024 300
F. ICT Infrastructure and Operations	4 430 600	–	–	–	–	–	–	178 900	–	129 200	–	4 738 700
G. Management of Safety and Security	7 520 400	–	889 700	–	–	30 000	–	500 000	60 000	749 500	100 000	9 849 600
TOTAL, PART III	64 558 200	–	1 216 700	11 100 000	–	193 800	157 000	5 398 900	130 000	3 423 200	236 600	86 414 400
TOTAL, PARTS I-III	209 353 900	122 125 400	15 597 500	11 100 000	5 350 100	9 803 400	11 794 500	27 364 700	53 723 400	36 330 100	2 998 000	505 541 000
Reserve for Staffing Adjustments	631 600	368 400	–	–	–	–	–	–	–	–	–	1 000 000
Reserve for After Service Health Insurance long-term liability (ASHI)	2 093 500	1 221 300	–	–	–	–	–	–	–	–	–	3 314 800
PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING												
	–	–	–	–	–	–	–	–	–	–	3 366 300	3 366 300
PART V – ANTICIPATED COST INCREASES AND CONTINGENCIES												
	2 652 600	1 547 400	–	–	–	–	–	–	–	–	577 900	4 777 900
TOTAL, PARTS I-V	214 731 600	125 262 500	15 597 500	11 100 000	5 350 100	9 803 400	11 794 500	27 364 700	53 723 400	36 330 100	6 942 200	518 000 000

Annex III – Budget summary by main object of expenditure

Integrated budget based on the Appropriated regular programme budget of \$523.6 million

Integrated Budget												
Principal budget lines	Employee benefits				Mission costs		Consultants and experts costs	Contracted services (e.g. document prod., research, contracted seminars & meeting, etc.)	External training, grants and other transfers	Supplies, consumables & other running costs	Other expenses	Total estimates 2020-2021
	Cost of established posts		Temporary assistance	Other employee benefits (e.g. MBF contributions for associate participants, etc.)	Delegates & external individual missions	Staff mission costs						
	Headquarters	Field										
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
PART I – GENERAL POLICY AND DIRECTION												
A. Governing bodies	2 184 400	-	1 000 000	-	900 000	15 000	3 000 000	2 163 900	-	1 314 100	68 100	10 645 500
B. Direction	20 010 600	-	20 000	-	60 000	1 216 300	139 600	65 400	16 000	641 900	83 000	22 252 800
C. Participation in the Joint Machinery of the United Nations System	-	-	-	-	-	170 100	-	6 327 500	19 363 400	1 655 800	210 000	27 726 800
TOTAL, PART I	22 195 000	-	1 020 000	-	960 000	1 401 400	3 139 600	8 556 800	19 379 400	3 611 800	361 100	60 625 100
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES												
A. Programmes	99 459 000	121 522 000	171 817 400	-	17 890 900	43 176 100	105 653 700	247 074 800	142 931 800	69 115 900	68 360 900	1 087 002 500
B. Programme-related services	34 167 000	603 400	1 474 900	-	296 200	985 700	2 666 000	1 870 900	185 900	1 558 700	85 200	43 893 900
C. Participation Programme and Fellowships	1 398 700	-	34 500	-	-	20 000	36 000	40 100	11 867 300	51 400	-	13 448 000
TOTAL, PART II	135 024 700	122 125 400	173 326 800	-	18 187 100	44 181 800	108 355 700	248 985 800	154 985 000	70 726 000	68 446 100	1 144 344 400
PART III - CORPORATE SERVICES												
A. Office of the ADG of the Administration and Management Sector	1 702 200	-	-	-	-	56 000	-	135 000	-	70 600	2 500	1 966 300
B. Human resources management	14 358 000	-	177 000	11 100 000	-	169 600	52 000	3 359 000	2 489 400	504 300	136 800	32 346 100
C. Financial management	14 210 300	-	25 200	-	-	35 000	94 000	208 000	235 000	585 600	-	15 393 100
D. Operational support and the support for the organization of conferences, languages and documents	30 621 700	-	4 822 300	-	-	87 800	55 000	17 617 100	70 000	3 270 900	1 955 300	58 500 100
E. Organization-wide knowledge management	9 324 000	-	40 000	-	-	20 000	90 000	395 500	15 000	289 800	300 000	10 474 300
F. ICT Infrastructure and Operations	7 003 600	-	10 000	-	-	12 000	90 000	376 600	10 000	198 100	-	7 700 300
G. Management of Safety and Security	11 635 400	-	889 700	-	-	30 000	-	500 000	60 000	749 500	100 000	13 964 600
TOTAL, PART III	88 855 200	-	5 964 200	11 100 000	-	410 400	381 000	22 591 200	2 879 400	5 668 800	2 494 600	140 344 800
TOTAL, PARTS I-III	246 074 900	122 125 400	180 311 000	11 100 000	19 147 100	45 993 600	111 876 300	280 133 800	177 243 800	80 006 600	71 301 800	1 345 314 300
Reserve for Staffing Adjustments	668 300	331 700	-	-	-	-	-	-	-	-	-	1 000 000
Reserve for After Service Health Insurance long-term liability (ASHI)	2 215 300	1 099 500	-	-	-	-	-	-	-	-	-	3 314 800
PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING												
	-	-	-	-	-	-	-	-	-	-	4 747 300	4 747 300
PART V – ANTICIPATED COST INCREASES AND CONTINGENCIES												
	2 806 900	1 393 100	-	-	-	-	-	-	-	-	272 500	4 472 500
TOTAL, PARTS I-V	251 765 400	124 949 700	180 311 000	11 100 000	19 147 100	45 993 600	111 876 300	280 133 800	177 243 800	80 006 600	76 321 600	1 358 848 900

Appropriated regular programme budget of \$523.6 million

Appropriated regular programme budget												
Principal budget lines	Employee benefits				Mission costs		Consultants and experts costs	Contracted services (e.g. document prod., research, contracted seminars & meeting, etc.)	External training, grants and other transfers	Supplies, consumables & other running costs	Other expenses	Total estimates 2020-2021
	Cost of established posts		Temporary assistance	Other employee benefits (e.g. MBF contributions for associate participants, etc.)	Delegates & external individual missions	Staff mission costs						
	Headquarters	Field										
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
PART I – GENERAL POLICY AND DIRECTION												
A. Governing bodies	2 184 400	–	1 000 000	–	900 000	15 000	3 000 000	2 163 900	–	1 314 100	68 100	10 645 500
B. Direction	12 429 600	–	20 000	–	60 000	646 400	107 400	45 400	16 000	600 100	49 400	13 974 300
C. Participation in the Joint Machinery of the United Nations System	–	–	–	–	–	170 100	–	6 327 500	19 363 400	1 655 800	210 000	27 726 800
TOTAL, PART I	14 614 000	–	1 020 000	–	960 000	831 500	3 107 400	8 536 800	19 379 400	3 570 000	327 500	52 346 600
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES												
A. Programmes	99 459 000	121 522 000	12 932 800	–	4 386 700	8 074 800	7 974 300	13 242 200	26 976 800	27 497 700	2 348 800	324 415 100
B. Programme-related services	29 324 000	603 400	440 400	–	196 200	715 300	448 300	338 900	85 900	1 370 700	85 200	33 608 300
C. Participation Programme and Fellowships	1 398 700	–	30 500	–	–	20 000	30 000	31 600	11 767 300	49 900	–	13 328 000
TOTAL, PART II	130 181 700	122 125 400	13 403 700	–	4 582 900	8 810 100	8 452 600	13 612 700	38 830 000	28 918 300	2 434 000	371 351 400
PART III - CORPORATE SERVICES												
A. Office of the ADG of the Administration and Management Sector	962 200	–	–	–	–	56 000	–	–	–	68 700	2 500	1 089 400
B. Human resources management	12 415 000	–	–	11 100 000	–	–	–	–	–	334 500	84 100	23 933 600
C. Financial management	9 335 300	–	–	–	–	–	12 000	50 000	–	490 600	–	9 887 900
D. Operational support and the support for the organization of conferences, languages and documents	20 570 700	–	287 000	–	–	87 800	55 000	4 424 500	55 000	1 360 900	50 000	26 890 900
E. Organization-wide knowledge management	9 324 000	–	40 000	–	–	20 000	90 000	245 500	15 000	289 800	–	10 024 300
F. ICT Infrastructure and Operations	4 430 600	–	–	–	–	–	–	178 900	–	129 200	–	4 738 700
G. Management of Safety and Security	7 520 400	–	889 700	–	–	30 000	–	500 000	60 000	749 500	100 000	9 849 600
TOTAL, PART III	64 558 200	–	1 216 700	11 100 000	–	193 800	157 000	5 398 900	130 000	3 423 200	236 600	86 414 400
TOTAL, PARTS I-III	209 353 900	122 125 400	15 640 400	11 100 000	5 542 900	9 835 400	11 717 000	27 548 400	58 339 400	35 911 500	2 998 100	510 112 400
Reserve for Staffing Adjustments	631 600	368 400	–	–	–	–	–	–	–	–	–	1 000 000
Reserve for After Service Health Insurance long-term liability (ASHI)	2 093 500	1 221 300	–	–	–	–	–	–	–	–	–	3 314 800
PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING												
	–	–	–	–	–	–	–	–	–	–	4 747 300	4 747 300
PART V – ANTICIPATED COST INCREASES AND CONTINGENCIES												
	2 652 600	1 547 400	–	–	–	–	–	–	–	–	272 500	4 472 500
TOTAL, PARTS I-V	214 731 600	125 262 500	15 640 400	11 100 000	5 542 900	9 835 400	11 717 000	27 548 400	58 339 400	35 911 500	8 017 900	523 647 000

Annex III – Budget summary by main object of expenditure

Integrated budget based on the Appropriated regular programme budget of \$534.6 million

Integrated Budget												
Principal budget lines	Employee benefits				Mission costs		Consultants and experts costs	Contracted services (e.g. document prod., research, contracted seminars & meeting, etc.)	External training, grants and other transfers	Supplies, consumables & other running costs	Other expenses	Total estimates 2020-2021
	Cost of established posts		Temporary assistance	Other employee benefits (e.g. MBF contributions for associate participants, etc.)	Delegates & external individual missions	Staff mission costs						
	Headquarters	Field										
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
PART I – GENERAL POLICY AND DIRECTION												
A. Governing bodies	2 184 400	-	1 000 000	-	900 000	15 000	3 000 000	2 163 900	-	1 355 900	68 100	10 687 300
B. Direction	20 219 900	-	20 000	-	60 000	1 234 900	139 600	65 400	16 000	641 900	115 400	22 513 100
C. Participation in the Joint Machinery of the United Nations System	-	-	-	-	-	170 100	-	6 327 500	19 363 400	1 655 800	210 000	27 726 800
TOTAL, PART I	22 404 300	-	1 020 000	-	960 000	1 420 000	3 139 600	8 556 800	19 379 400	3 653 600	393 500	60 927 200
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES												
A. Programmes	99 786 000	121 834 300	172 076 400	-	18 374 300	43 853 700	106 420 600	248 536 500	145 706 000	70 881 200	67 681 900	1 095 150 900
B. Programme-related services	34 167 000	603 400	1 522 800	-	296 200	988 700	2 684 000	1 912 300	185 900	1 559 200	85 300	44 004 800
C. Participation Programme and Fellowships	1 398 700	-	34 500	-	-	20 000	36 000	40 100	11 923 100	51 400	-	13 503 800
TOTAL, PART II	135 351 700	122 437 700	173 633 700	-	18 670 500	44 862 400	109 140 600	250 488 900	157 815 000	72 491 800	67 767 200	1 152 659 500
PART III - CORPORATE SERVICES												
A. Office of the ADG of the Administration and Management Sector	1 702 200	-	-	-	-	56 000	1 600 200	135 000	-	70 600	2 500	3 566 500
B. Human resources management	14 358 000	-	177 000	11 100 000	-	169 600	52 000	3 237 400	3 178 400	494 500	136 900	32 903 800
C. Financial management	14 210 300	-	25 200	-	-	35 000	94 000	208 000	235 300	585 600	-	15 393 400
D. Operational support and the support for the organization of conferences, languages and documents	30 621 700	-	4 822 300	-	-	87 800	55 000	17 730 200	70 000	3 270 900	1 955 300	58 613 200
E. Organization-wide knowledge management	9 324 000	-	40 000	-	-	20 000	90 000	436 300	15 000	289 800	300 000	10 515 100
F. ICT Infrastructure and Operations	7 003 600	-	10 000	-	-	12 000	90 000	376 600	10 000	198 100	-	7 700 300
G. Management of Safety and Security	11 635 400	-	931 300	-	-	30 000	-	500 000	60 000	749 500	100 000	14 006 200
TOTAL, PART III	88 855 200	-	6 005 800	11 100 000	-	410 400	1 981 200	22 623 500	3 568 700	5 659 000	2 494 700	142 698 500
TOTAL, PARTS I-III	246 611 200	122 437 700	180 659 500	11 100 000	19 630 500	46 692 800	114 261 400	281 669 200	180 763 100	81 804 400	70 655 400	1 356 285 200
Reserve for Staffing Adjustments	668 200	331 800	-	-	-	-	-	-	-	-	-	1 000 000
Reserve for After Service Health Insurance long-term liability (ASHI)	2 222 100	1 103 200	-	-	-	-	-	-	-	-	-	3 325 300
PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING												
	-	-	-	-	-	-	-	-	-	-	4 747 300	4 747 300
PART V – ANTICIPATED COST INCREASES AND CONTINGENCIES												
	2 806 600	1 393 400	-	-	-	-	-	-	-	-	291 100	4 491 100
TOTAL, PARTS I-V	252 308 100	125 266 100	180 659 500	11 100 000	19 630 500	46 692 800	114 261 400	281 669 200	180 763 100	81 804 400	75 693 800	1 369 848 900

Appropriated regular programme budget of \$534.6 million

Appropriated regular programme budget												
Principal budget lines	Employee benefits				Mission costs		Consultants and experts costs	Contracted services (e.g. document prod., research, contracted seminars & meeting, etc.)	External training, grants and other transfers	Supplies, consumables & other running costs	Other expenses	Total estimates 2020-2021
	Cost of established posts		Temporary assistance	Other employee benefits (e.g. MBF contributions for associate participants, etc.)	Delegates & external individual missions	Staff mission costs						
	Headquarters	Field										
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
PART I – GENERAL POLICY AND DIRECTION												
A. Governing bodies	2 184 400	–	1 000 000	–	900 000	15 000	3 000 000	2 163 900	–	1 355 900	68 100	10 687 300
B. Direction	12 838 900	–	20 000	–	60 000	617 400	107 400	45 400	16 000	637 700	66 000	14 408 800
C. Participation in the Joint Machinery of the United Nations System	–	–	–	–	–	170 100	–	6 327 500	19 363 400	1 655 800	210 000	27 726 800
TOTAL, PART I	15 023 300	–	1 020 000	–	960 000	802 500	3 107 400	8 536 800	19 379 400	3 649 400	344 100	52 822 900
PART II – PROGRAMMES AND PROGRAMME-RELATED SERVICES												
A. Programmes	99 786 000	121 834 300	13 191 800	–	4 870 100	8 752 400	8 741 200	14 703 900	29 751 000	29 263 000	1 669 800	332 563 500
B. Programme-related services	29 324 000	603 400	488 300	–	196 200	718 300	466 300	380 300	85 900	1 455 800	85 300	33 803 800
C. Participation Programme and Fellowships	1 398 700	–	30 500	–	–	20 000	30 000	31 600	11 823 100	49 900	–	13 383 800
TOTAL, PART II	130 508 700	122 437 700	13 710 600	–	5 066 300	9 490 700	9 237 500	15 115 800	41 660 000	30 768 700	1 755 100	379 751 100
PART III - CORPORATE SERVICES												
A. Office of the ADG of the Administration and Management Sector	962 200	–	–	–	–	56 000	1 014 500	–	–	68 700	2 500	2 103 900
B. Human resources management	12 415 000	–	–	11 100 000	–	–	–	–	689 000	334 500	84 200	24 622 700
C. Financial management	9 335 300	–	15 000	–	–	20 000	55 000	35 400	35 000	525 600	–	10 021 300
D. Operational support and the support for the organization of conferences, languages and documents	20 570 700	–	287 000	–	–	87 800	55 000	4 537 600	55 000	1 360 900	50 000	27 004 000
E. Organization-wide knowledge management	9 324 000	–	40 000	–	–	20 000	90 000	286 300	15 000	289 800	–	10 065 100
F. ICT Infrastructure and Operations	4 430 600	–	–	–	–	–	–	241 300	–	129 200	–	4 801 100
G. Management of Safety and Security	7 520 400	–	931 300	–	–	30 000	–	500 000	60 000	749 500	100 000	9 891 200
TOTAL, PART III	64 558 200	–	1 273 300	11 100 000	–	213 800	1 214 500	5 600 600	854 000	3 458 200	236 700	88 509 300
TOTAL, PARTS I-III	210 090 200	122 437 700	16 003 900	11 100 000	6 026 300	10 507 000	13 559 400	29 253 200	61 893 400	37 876 300	2 335 900	521 083 300
Reserve for Staffing Adjustments	631 800	368 200	–	–	–	–	–	–	–	–	–	1 000 000
Reserve for After Service Health Insurance long-term liability (ASHI)	2 100 900	1 224 400	–	–	–	–	–	–	–	–	–	3 325 300
PART IV – LOAN REPAYMENTS FOR THE RENOVATION OF THE HEADQUARTERS PREMISES & THE IBE BUILDING												
	–	–	–	–	–	–	–	–	–	–	4 747 300	4 747 300
PART V – ANTICIPATED COST INCREASES AND CONTINGENCIES												
	2 653 500	1 546 500	–	–	–	–	–	–	–	–	291 100	4 491 100
TOTAL, PARTS I-V	215 476 400	125 576 800	16 003 900	11 100 000	6 026 300	10 507 000	13 559 400	29 253 200	61 893 400	37 876 300	7 374 300	534 647 000

Annex IV – Summary of revenue generating funds

This summary contains the essential administrative and budget data concerning extrabudgetary resources – revenue-generating funds, which appear under the Parts and Chapters of the Programme and Budget for 2020-2021 to which they relate.

(a) Special Account for Management Costs (previously FITOCA) – \$507M/\$518M/\$523.6M scenarios

INCOME		EXPENDITURE	
	Total		Total
	\$		\$
A. Special Account for Management Costs (previously FITOCA)		A. Special Account for Management Costs (previously FITOCA)	
Share of Regular Programme	49 176 600	Salary costs	68 012 200
To be covered from management income on extrabudgetary projects	28 374 400	Other costs	9 538 800
		Total, A.	77 551 000
Grand total	77 551 000	Grand total	77 551 000

(a) Special Account for Management Costs (previously FITOCA) – \$534.6M scenario

INCOME		EXPENDITURE	
	Total		Total
	\$		\$
A. Special Account for Management Costs (previously FITOCA)		A. Special Account for Management Costs (previously FITOCA)	
Share of Regular Programme	51 595 100	Salary costs	68 221 500
To be covered from management income on extrabudgetary projects	28 374 400	Other costs	11 748 000
		Total, A.	79 969 500
Grand total	79 969 500	Grand total	79 969 500

(b) Headquarters Utilization Fund

INCOME		EXPENDITURE	
	Total		Total
	\$		\$
A. a) Income from letting office space in the Miollis and Bonvin buildings	15 259 800	A. Expenditure related to letting office space in the Miollis building, parkings, commercial partners and miscellaneous income:	
b) Income from letting parking lots and miscellaneous income	1 502 800	a) utilities (electricity, heating, water, air, taxes), b) insurance, c) staff costs,	
c) Income from letting premises to commercial partners (bank, coffee machines, etc.)	729 800	d) temporary assistance, e) maintenance of premises & materials & equipment,	
	17 492 400	f) provision for long-term maintenance & conservation of revenue generating premises	15 883 100
B. Income from letting conference rooms, exhibition spaces and events	4 696 800	B. Expenditure related to letting conference rooms:	
		a) utilities (electricity, heating, water, air, taxes), b) insurance, c) staff costs,	
		d) temporary assistance, e) maintenance of premises, materials & equipment,	
		f) provision of renewal of audio-visual equipment, & g) provision for long-term maintenance & conservation of revenue generating premises	4 696 800
C. Investment income	15 000	C. Official residence of the Director-General (annual charges, maintenance and furnishing)	70 000
		D. Management Costs	1 554 300
Grand total	22 204 200	Grand total	22 204 200

(c) Public Information, Liaison and Relations Fund

INCOME			EXPENDITURE		
	\$	Total \$		\$	Total \$
A. UNESCO Coupons Programme			A. UNESCO Coupons Programme		
(1) Commissions		–	I. Administrative costs:		–
(2) Interest		–	II. Transfer to reserves		–
Total, A.		–	Total, A.		–
B. Philatelic and Numismatic Programme			B. Philatelic and Numismatic Programme		
Revenue from sales		360 000	I. Personnel costs:		
			Established posts (1)	178 000	
			Subtotal, I	178 000	162 000
			II. Administrative costs:		
			Contracted services		
			Cost of goods sold	182 000	
			Total, B	182 000	360 000
Grand total		360 000	Grand total		360 000

(d) Publications, Auditory and Visual Material Fund

INCOME					EXPENDITURE				
	Publications	BAM	VIM	Total		Publications	BAM	VIM	Total
	\$	\$	\$	\$		\$	\$	\$	\$
A. Sales	65 000		40 000	105 000	I. Personnel costs:				
					Temporary assistance and overtime	39 000	245 000		284 000
B. Royalties	60 000	780 000		840 000	II. Production costs	43 000	195 000	20 000	258 000
					III. External contracts		290 000		290 000
					IV. Commissions				
					V. Freight/postage				
					VI. Equipment and supplies	28 000	35 000	20 000	83 000
					VII. Promotion and distribution	15 000	15 000		30 000
Grand total	125 000	780 000	40 000	945 000	Grand total	125 000	780 000	40 000	945 000

(e) UNESCO Courrier

INCOME			EXPENDITURE		
		Total			Total
		\$			\$
A.	Contribution received from China	2 200 000	I.	Temporary assistance	850 000
			II.	Staff mission costs	50 000
			III.	Consultants and experts costs	970 000
			IV.	Contracted services	265 000
			V.	Supplies, consumables and other running costs	65 000
	Grand total	2 200 000		Grand total	2 200 000

(f) Special Account for Interpretation Services

INCOME		EXPENDITURE	
	Total		Total
	\$		\$
A. Invoices to:		I. Personnel costs:	
UNESCO Sectors (regular programme and extrabudgetary funds)	3 980 000	Established posts (5.25)	1 174 000
Non-UNESCO users (Delegations, NGOs, etc.)	700 000	Temporary assistance	3 506 000
Grand total	4 680 000	Grand total	4 680 000

(g) Special Account for Documents

INCOME		EXPENDITURE	
	Total		Total
	\$		\$
A. Income from document production	4 320 000	A. Expenditure for document production	
		I. Established posts (6.25)	1 277 000
		II. Overtime, temporary assistance, service contracts	377 000
		III. External production contracts	1 450 000
		IV. Rental and maintenance of equipment	381 000
		V. Maintenance of software applications	80 000
		VI. Production supplies	350 000
		VII. Acquisition of equipment	400 000
		VIII. Staff training	5 000
		Total, I-VIII	4 320 000
B. Income from services provided for multifunctional devices	790 000	B. Expenditure for services provided for multifunctional devices	
		I. Rental of multifunctional devices	600 000
		II. Overtime, temporary assistance, service contracts	25 000
		III. Maintenance of software applications	60 000
		IV. Purchase of consumables	75 000
		V. Purchase of equipment	25 000
		VI. Staff training	5 000
		Total, I-VI	790 000
C. Income from services provided for mail and distribution operations	1 220 000	C. Expenditure for services provided for mail and distribution operations	
		I. Services provided regarding normal mail dispatch	570 000
		II. Services provided regarding express mail dispatch	530 000
		III. Overtime, temporary assistance, service contracts	30 000
		IV. Maintenance of software applications	25 000
		V. Purchase of consumables	20 000
		VI. Purchase of equipment	40 000
		VII. Staff training	5 000
		Total, I-VII	1 220 000
D. Income from translation	2 560 000	D. Expenditure for translation	
		I. Established posts (4.25)	1 224 000
		II. Temporary assistance	40 000
		III. External translation contracts	1 296 000
		Total, I-III	2 560 000
E. Other income	1 000	E. Other expenditure	1 000
Grand total	8 891 000	Grand total	8 891 000

(h) UNESCO Staff Savings and Loan Services

INCOME		EXPENDITURE	
	Total		Total
	\$		\$
A. Interest on loans to members	2 000 000	I. Personnel costs:	
		Established posts (10)	2 430 000
B. Bank and investment interest	9 800 000	II. Administrative expenses	350 000
		III. Loan insurance	410 000
		IV. Computer expenses	225 000
		V. Other costs	150 000
		Total, I-V	3 565 000
		VI. Contribution to the costs of fees of the External Auditor	200 000
		VII. Contribution to subscriptions to banking services	120 000
		Total, VI-VII	3 885 000
		Interest paid to members and reserves	6 280 200
Grand total	11 800 000	Grand total	11 800 000

Annex V – 39 C/5 Evaluation Plan (2018-2021)

The 39 C/5 Evaluation Plan is the outcome of a balanced judgment of evaluation priorities as expressed in, and emanating from, the 37 C/4 Medium-Term Strategy and the UNESCO Evaluation Policy. The plan covers the following key areas of the evaluation universe: (a) programme evaluations, including cross-cutting topics; (b) quality assurance of evaluations in the UNESCO system and; (c) statutory reports. The Evaluation Plan below is indicative in that it will be periodically adjusted in order to reflect changing needs and priorities, specific requests for evaluations from governing bodies and/or donors, etc.

The Evaluation Plan aims to provide full evaluation coverage of each expected result area of the C/5 over the course of the four-year programme cycle. In doing so, the evaluations conducted will provide senior management, the governing bodies and programme staff with a more robust evidence base on the outcomes for each Major Programme. The evidence-based findings and recommendations from the evaluation will thereby serve as an essential input to the Strategic Results Report (SRR) which aims to, inter alia, make proposals for possible improvement, reorientation and adaptation of programmes.

Evaluation Universe	2018-2019	2020-2021
Programmes	At least one strategically significant evaluation per expected result area of the five major programmes over the course of the four-year programme cycle (approximately 10 programme evaluations per biennium).	
	At least two strategically significant, cross-cutting evaluations <ul style="list-style-type: none"> • Topics to be decided 	At least one strategically significant, cross-cutting evaluation <ul style="list-style-type: none"> • Topics to be decided
Quality assurance and support to the decentralized evaluation system	<ul style="list-style-type: none"> • Backstopping to the evaluation focal point network and updating of evaluation guidelines 	
Statutory activities	<ul style="list-style-type: none"> • IOS annual report and periodic report of evaluations completed • Synthetic review of completed evaluations 	
System-wide	Participation in at least one system-wide evaluation per biennium with UN partner agencies; for example, evaluations or evaluation syntheses with the aim of tracking progress in the delivery of Agenda 2030 goals	